

R. Henrich

1993 R&D OPERATIONAL PLAN

2021385756

September 1, 1992

September 1, 1992

1993 Major Programs

| <u>PROGRAM</u> | <u>PROGRAM LEADER</u> | <u>DIRECTOR</u> | <u>PROGRAM NO.</u> |
|---|-----------------------|-----------------|--------------------|
| Domestic Product Development and Support | Heretick/Altizer | Myracle | 920101 |
| International Product Development and Support | Confer/Smith | Myracle | 920103 |
| R&D Product Technologies | Myracle | Myracle | NA |
| Project Tomorrow | Dwyer/Shafer | Whidby | 920105 |
| New Expanded Tobacco | Fischer | Burnley | 920104 |
| New Primary Process | Clark | Burley | 920112 |
| Cast Leaf | Gellatly | Burnley | 920108 |
| Operations Support | Ferguson | Ellis | 920102 |
| Other Programs | Gauvin | Lilly | NA |

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**DOMESTIC
PRODUCT DEVELOPMENT
AND SUPPORT**

2021385758

MARKET DRIVEN

2021385759

OPERATIONS DRIVEN

2021385760

Program Summary

Category: Domestic Product Support & Development **Date Prepared:** 8/19/92

| | | | |
|--------------------|---------|-------------------------|---------|
| Start Date: | Ongoing | Completion Date: | Ongoing |
|--------------------|---------|-------------------------|---------|

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DOMESTIC C.I. PROGRAM

Strategic Goal #1 Support the Growth of the Domestic and International Businesses
Short Term

R&D Programs: Domestic Product Support and Development

I. BACKGROUND

This activity is performed to communicate domestic market activity with respect to brand modifications and new brand introductions. It is intended to signal market trends through the comparison of current analytical data to cumulative data contained in a database.

II. OBJECTIVE

To examine competitive cigarettes on a regular basis to determine changes in the physical and cigarette smoke characteristics.

III. STRATEGIES

- A. Obtain current production of major brands from ten cities every month.
(Status: ongoing)
- B. Obtain minor brands from six cities twice per year. (Status: ongoing)

IV. TACTICS

- A. Perform complete C.I. testing on current production of major brands monthly.
- B. Perform limited C.I. testing on available production of minor brands twice per year.
- C. Report testing results in a bound report bimonthly.
- D. Highlight new brands, brand modifications, and packaging changes monthly.

V. RESOURCES - 15.0 man-years

VI. RESPONSIBLE PERSONS

K. Mitchell, S. Laffoon

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1993 R&D OPERATIONAL PLAN

Program Summary

Program: Specification Maintenance Program **Program No.:** _____
Category: Domestic Product Support & Development **Date Prepared:** 8/19/92
Start Date: Ongoing **Completion Date:** Ongoing

| Program Milestones | Responsible Person | Resource Allocation | 1 | 9 | 9 | 3 | 1 | 9 | 9 | 4 |
|--|--------------------|---------------------|---------|---|---|---|---|---|---|---------|
| | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| Perform Smoking/Physical Testing on Weekly | | | ongoing | | | | | | | ongoing |
| Cigarette Production: | Hughes | | | | | | | | | |
| Report Testing Results by Brand and Week of | | | | | | | | | | |
| Production on a Monthly Basis. | Hughes | | ongoing | | | | | | | ongoing |
| Report Out of Specification Trends for Tar and | | | | | | | | | | |
| Menthol Weekly. | Hughes | | | | | | | | | |
| | | | ongoing | | | | | | | ongoing |
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| | | TOTAL = 22.0 | | | | | | | | |
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| Type of Support | Support Division | Mgr. | | | | | | | | |
| | ARD | | | | | | | | | |
| | CAD | | | | | | | | | |
| | CTSD | | | | | | | | | |
| | PED | | | | | | | | | |
| | Semi Works | | | | | | | | | |
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SPECIFICATION MAINTENANCE PROGRAM

Strategic Goal #2 Support the Growth of the Domestic and International Businesses
Short Term

R&D Programs Domestic Product Support and Development

I. BACKGROUND

This activity is performed to communicate the conformance to specifications of Philip Morris products produced domestically. Changes in smoke characteristics are signaled by trends in results based on control charts and moving averages.

II. OBJECTIVE

To examine PM current production cigarettes to determine conformance to specifications.

III. STRATEGIES

- A. Obtain weekly samples of current production cigarettes. Samples are obtained from the four production facilities in the U.S. (Status: ongoing)
- B. Obtain new brand samples by day for the first week of production. (Status: ongoing)

IV. TACTICS

- A. Perform Smoking/Physical Testing on weekly cigarette production.
- B. Report testing results by brand and week of production on a monthly basis.
- C. Report out of specification trends for tar and menthol weekly.

V. RESOURCES - 22.0 man-years

VI. RESPONSIBLE PERSONS

K. Hughes

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Project Summary

Project: 15% N.E.T. Inclusion Level in all Full Margin Brands except Marlboro/
Product Implementation

Category: Cost/Capacity 1993 Included in 1991-1995 Plan:

Start Date: 1st/2nd Quarter 1993 Completion Date: Ongoing

Project Objective: 15% ET inclusion (or 3% increase) in premium brands other than Marlboro using the N.E.T. Process.

Background: Total utilization of Expanded Tobacco production capacity at the Bermuda facility.

Benefits/Risks: Benefits are increase utilization and increase yield of Expanded Tobacco. Up in percent ET -- save money; reduced tobacco weights.

Risks are subjective parity with current products.

Project Leadership Department: R&D Group: Domestic Product Dev.

Program Leader: C. B. Altizer Man-Years: -

| | |
|------------------------|----------------|
| External Support | 1992 Man-Years |
| Leaf Department | |
| Manufacturing Services | |
| | |

BUDGET:

| | | | | | |
|------------|---------|-------------|-----------|-----------|--|
| SW Tobacco | 5811.14 | POL Testing | 20,000.00 | Materials | |
|------------|---------|-------------|-----------|-----------|--|

Other (Specify Type) _____

Project Strategies:

Target Completion Dates

[illegible]

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Project Summary

0.10

1992-1996 Five Year-Plan Project Summary

| Project: <u>O.V. Target Consolidation</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Productivity/Cost</u> | Included in 1991-1995 Plan: <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1992</u> | Completion Date: <u>1994</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Determine correct O.V. for cigarette manufacturing by setting appropriate 24-hour pack O.V. targets..</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Pack O.V. targets and the resulting manufacturing O.V. control will be technically and uniformly established, resulting in the constant treatment of each tobacco component, regardless of blend formulation.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Benefits: Better and more uniform process and product control.</p> <p style="padding-left: 40px;">Risks: May be bigger task than benefits warrant.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Dev.</u></p> <p>Program Leader: <u>C. B. Altizer</u> Man-Years: <u> </u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p><u>Technical Services</u></p> <p><u>Operations Services</u></p> <p><u>QA - Factory and Central</u></p> <p><u>Manufacturing</u></p> | <p>1992 Man-Years</p> <p><u> </u></p> <p><u> </u></p> <p><u> </u></p> <p><u> </u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco <u>5811.14</u> POL Testing <u>0.00</u> Materials <u> </u></p> <p>Other (Specify Type) <u> </u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p>Target Completion Dates</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>#</td> <td colspan="4">Qtr.</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>1</td> <td colspan="4">Determine OV of all tobacco components at manufacturing floor condition</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>2</td> <td colspan="4">Determine tobacco blend OV loss to packaging materials</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>3</td> <td colspan="4">Establish brand 24-hour pack OV targets based on floor condition O.V. of pkg. loss</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>4</td> <td colspan="4">Set final weigh belt O.V. targets to achieve pack O.V.'s</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> </tbody> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | # | Qtr. | | | | | | | | | | | | | | | | | | | | 1 | Determine OV of all tobacco components at manufacturing floor condition | | | | | | | | | | | | | | | | | | | | 2 | Determine tobacco blend OV loss to packaging materials | | | | | | | | | | | | | | | | | | | | 3 | Establish brand 24-hour pack OV targets based on floor condition O.V. of pkg. loss | | | | | | | | | | | | | | | | | | | | 4 | Set final weigh belt O.V. targets to achieve pack O.V.'s | | | | | | | | | | | | | | | | | | | |
| Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Determine OV of all tobacco components at manufacturing floor condition | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Determine tobacco blend OV loss to packaging materials | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Establish brand 24-hour pack OV targets based on floor condition O.V. of pkg. loss | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Set final weigh belt O.V. targets to achieve pack O.V.'s | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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1992 Operational Plan Project Summary

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1992-1996 Five Year-Plan
Project Summary

Project: Brica Blend Revision

Category: Cost Reduction Included in 1991-1995 Plan: _____

Start Date: January 1993 Completion Date: January 1995

Project Objective: Increase the use off shore and lower costs tobaccos in Cambridge/Bristol/Black and White brands.

Background: Increased profitability on generic brands.

Benefits/Risks: Benefit is reduced cost of filler.

Risks include subjective smoking character and the political climate regarding purchases of imported vs. domestic tobaccos.

Project Leadership Department: R&D Group: Domestic Product Develop.
Program Leader: C. B. Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|-------------------------------|----------------|
| <u>Leaf Department</u> | _____ |
| <u>Manufacturing Services</u> | _____ |
| _____ | _____ |
| _____ | _____ |

BUDGET:
SW Tobacco 2166.75 POL Testing 20,000.00 Materials _____
Other (Specify Type): _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|----------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Blend Development | | | | | x | | | | | | | | | | | | | | | |
| 2 | Semiworks Prototypes | | | | | x | | | | | | | | | | | | | | | |
| 3 | POL Testing | | | | | | x | | | | | | | | | | | | | | |
| 4 | Factory Trials | | | | | | | | | x | | | | | | | | | | | |
| 5 | Specifications | | | | | | | | | | | | x | | | | | | | | |
| 6 | Implementation | | | | | | | | | | | | | x | | | | | | | |
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| | | | | | | | | | | | | | | | | | | | | | |

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Project Summary

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Project Summary

Project: 15% BLDET Inclusion in Marlboro and all Full Margin Brands

Category: Cost/Capacity Included in 1991-1995 Plan:

Start Date: January 1992 Completion Date: January 1995

Project Objective: Increase Expanded Tobacco inclusion to 15% by January 1, 1995 on Marlboro and all full margin brands.

Background: Total utilization of Expanded Tobacco, production capacity at the M/C, Cabarrus, and Bermuda.

Benefits/Risks: Benefits are reduced ET cost and lower cigarette rod weights.

Risks are subjective parity with current product and lack of "spare" capacity in the event of catastrophic failure in one of the ET plants.

Project Leadership Department: R&D Group: Domestic Product Develop.
Program Leader: C. B. Altizer Man-Years:

| External Support | 1992 Man-Years |
|------------------------|----------------|
| Leaf Department | |
| Manufacturing Services | |
| | |

BUDGET:

| | | | | | |
|--|----------------|-------------|------------------|-----------|-------------------|
| SW Tobacco | <u>2166.75</u> | POL Testing | <u>20,000.00</u> | Materials | <u> </u> |
| Other (Specify Type) <u> </u> | | | | | |

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | |
|---------------------|--------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|--|
| | | Year | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | |
| # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | |
| 1 | 13% BLDET Implementation | | | x | | | | | | | | | | | | | | | | | | | |
| 2 | 14% BLDET Implementation | | | | | | | | | x | | | | | | | | | | | | | |
| 3 | 15% BLDET Implementation | | | | | | | | | | | | | | | x | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | |
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Project Summary

0.05

Source: <https://www.industrydocuments.ucsf.edu/docs/pppk0000>

1992-1996 Five Year-Plan Project Summary

| Project: <u>Marlboro Express</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Domestic Product Development</u> | Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1st quarter, 1992</u> | Completion Date: <u>3rd quarter, 1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Develop full flavor and lights line extensions sensorially similar to the current Marlboro/Marlboro Lights products.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Offer an extension of the family line by providing product equal in taste to the parent but offer the benefit of a quick smoke via a reduced length (72mm). Address the issue of social pressure or offer the dynamics of a more masculine orientation of the Marlboro product..</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks:</p> <p>Benefits: Offer reduced length for a quick smoke; extend the Marlboro Brand family</p> <p>Risks: Product fails to establish market share; cannibalize Marlboro Red smokers</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Dev.</u></p> <p>Program Leader: <u>C. B. Altizer</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p><u>Engineering/Packaging/Purchasing/Manufacturing services/</u></p> <p><u>Marketing Research</u></p> | <p>1992 Man-Years</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco <u>2166.75</u> POL Testing <u>20,000</u> Materials _____</p> <p>Other (Specify Type): _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p>Target Completion Dates:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>#</td> <td colspan="4">Qtr.</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>1</td> <td colspan="4">Design & develop prototypes</td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>2</td> <td colspan="4">Incorporate NET inclusion</td> <td colspan="4"></td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>3</td> <td colspan="4">Focus group testing</td> <td colspan="4"></td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>4</td> <td colspan="4">Ad/pack and price testing</td> <td colspan="4"></td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>5</td> <td colspan="4">Machinery development</td> <td colspan="4"></td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>6</td> <td colspan="4">Factory trial</td> <td colspan="4"></td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>7</td> <td colspan="4">Production startup</td> <td colspan="4"></td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>8</td> <td colspan="4">National launch</td> <td colspan="4"></td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>9</td> <td colspan="4">POL Testing</td> <td colspan="4"></td> <td colspan="4">x</td> <td colspan="4"></td> <td colspan="4"></td> </tr> </tbody> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | # | Qtr. | | | | | | | | | | | | | | | | | | | | 1 | Design & develop prototypes | | | | x | | | | | | | | | | | | | | | | 2 | Incorporate NET inclusion | | | | | | | | x | | | | | | | | | | | | 3 | Focus group testing | | | | | | | | x | | | | | | | | | | | | 4 | Ad/pack and price testing | | | | | | | | x | | | | | | | | | | | | 5 | Machinery development | | | | | | | | x | | | | | | | | | | | | 6 | Factory trial | | | | | | | | x | | | | | | | | | | | | 7 | Production startup | | | | | | | | x | | | | | | | | | | | | 8 | National launch | | | | | | | | x | | | | | | | | | | | | 9 | POL Testing | | | | | | | | x | | | | | | | | | | | |
| Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Design & develop prototypes | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Incorporate NET inclusion | | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Focus group testing | | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Ad/pack and price testing | | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Machinery development | | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Factory trial | | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Production startup | | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | National launch | | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | POL Testing | | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385773

1992 Operational Plan Project Summary

| | | | |
|---|--|--------------------------------|--|
| Project: <u>Marlboro Express</u> | | Oper. Plan No.: _____ | |
| Major Program Name: <u>Domestic Product Development</u> | | Date Prepared: <u>8/20/92</u> | |
| Strategic Goal: <u>#2 Support Growth of Business</u> | | Prepared By: <u>L. Vinson</u> | |
| | | Start Date: <u>1 0 92</u> | |
| | | Completion Date: <u>3 0 93</u> | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|---|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Design & develop prototypes | complete | | | | | | | | |
| 1 | 2 | Computer model prototypes | complete | | | | | | | | |
| 1 | 3 | Produce baseline prototypes | complete | | | | | | | | |
| 1 | 4 | Analytical/subjective evaluations | complete | | | | | | | | |
| 2 | 1 | Incorporate net inclusion | Vinson | | | | x | | | | |
| 2 | 2 | Computer model prototypes | Vinson | | | | x | | | | |
| 2 | 3 | Produce prototypes | T. Hoskin | | | | x | | | | |
| 2 | 4 | Analytical/subjective evaluations | Vinson | | | | x | | | | |
| 2 | 5 | Implementation of net inclusion | Vinson | | | | | x | | | |
| 3 | 1 | Produce cigarettes for focus group testing | complete | | | | | | | | |
| 3 | 2 | Analytical/subjective evaluations | complete | | | | | | | | |
| 3 | 3 | Conduct focus group testing | complete | | | | | | | | |
| 4 | 1 | Design schedule to Ad/pack and price testing | complete | | | x | | | | | |
| 4 | 2 | Obtain artwork | A. Greenlee | | | x | | | | | |
| 4 | 3 | Approve and etch cylinders | A. Greenlee | | | x | | | | | |
| 4 | 4 | T&O approval of printed materials | B. Mait | | | x | | | | | |
| 4 | 5 | Obtain approved printed materials | A. Greenlee | | | x | | | | | |
| 4 | 6 | Cigarette production for Ad/pack and pricing test | T. Hoskin | | | x | | | | | |
| 4 | 7 | Analytical/subjective evaluations | Chambers | | | x | | | | | |
| 4 | 8 | Ship product to New York | Vinson | | | x | | | | | |
| 5 | 1 | Outline schedule for make/pack machinery | complete | | | | | | | | |
| 5 | 2 | Mark 8 change parts | M. Guy | | | x | | | | | |
| 5 | 3 | Max 3 change parts | M. Guy | | | x | | | | | |
| 5 | 4 | Installation and changeover | T. Phan | | | x | | | | | |
| 5 | 5 | Tune and test | M. Guy | | | x | | | | | |
| 5 | 6 | AMF packer delivery | M. Guy | | | x | | | | | |
| 5 | 7 | Size change | M. Guy | | | x | | | | | |
| 5 | 8 | Cut label installation | M. Guy | | | x | | | | | |
| 5 | 9 | Cut stamp installation | M. Guy | | | x | | | | | |

| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
|-------------|-----------|-------------|-----------|-------------|-----------|
| L. Vinson | 0.70 | | | | |
| | | | | | |
| | | | | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|--|--------------------|-----------|
| Ad/pack/POL/focus group cigt. production | Semiworks | 0.10 |
| Cigarette analyses | CTSD | 0.05 |
| Subjective analyses | Flavor Development | 0.05 |
| Focus Group Testing | PED | 0.05 |
| Packaging Taste & Odor evaluations | Packaging Develop. | 0.05 |
| | | |
| | | |

2021385774

1992 Operational Plan Project Summary

| | | | | | |
|---|--|--|------------------------|--|--|
| Project: <u>Marlboro Express</u> | | | Oper. Plan No.: _____ | | |
| Major Program Name: <u>Domestic Product Development</u> | | | Date Prepared: _____ | | |
| Strategic Goal: <u>#2 Support Growth of Business</u> | | | Prepared By: _____ | | |
| | | | Start Date: _____ | | |
| | | | Completion Date: _____ | | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|--|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 5 | 10 | Tune and test packer | T. Phan | | | x | | | | | |
| 5 | 11 | Scandia refurbished | M. Guy | | | x | | | | | |
| 5 | 12 | Scandia delivery | M. Guy | | | x | | | | | |
| 5 | 13 | Tune and Test | T. Phan | | | x | | | | | |
| 6 | 1 | Schedule factory trial | Vinson | | | | x | | | | |
| 6 | 2 | Develop package and write specifications | Vinson | | | | x | | | | |
| 6 | 3 | Cigarette production in designated plant | Vinson | | | | x | | | | |
| 6 | 4 | Analytical/subjective evaluations | Chambers | | | | x | | | | |
| 6 | 5 | Production refinement | Vinson | | | | x | | | | |
| 7 | 1 | Schedule production start-up | Prod. Plan. | | | | | x | | | |
| 7 | 2 | Monitor cigarette production | Vinson | | | | | x | | | |
| 7 | 3 | Analytical/subjective evaluations | QA & R&D | | | | | x | | | |
| 8 | 1 | National launch | | | | | | | x | | |
| 9 | 1 | Design and request POL testing | PED | | | | | | x | | |
| 9 | 2 | POL cigarette production | T. Hoskin | | | | | | x | | |
| 9 | 3 | Analytical evaluations | Chambers | | | | | | x | | |
| 9 | 4 | Subjective evaluations | Rich Panel | | | | | | x | | |
| 9 | 5 | Product shipment | PED | | | | | | x | | |
| 9 | 6 | POL test results | PED | | | | | | | x | |
| 10 | 1 | Design mentholated version of Express | Vinson | | | x | | | | | |
| 10 | 2 | Prototype production | T. Hoskin | | | | x | | | | |
| 10 | 3 | Analytical evaluations | Chambers | | | | x | | | | |
| 10 | 4 | Subjective evaluations | Rich Panel | | | | x | | | | |
| 10 | 5 | Product specifications | Vinson | | | | x | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |

| Group Resource Allocation Summary | | | | | | | | | | | |
|-----------------------------------|--|-----------|--|-------------|--|-----------|--|-------------|--|-----------|--|
| Individuals | | Man-Years | | Individuals | | Man-Years | | Individuals | | Man-Years | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|----------|-----------|
| | | |
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| | | |

2021385775

1992-1996 Five Year-Plan Project Summary

| | |
|--|---|
| Project: <u>Marlboro Extra Lights</u> | |
| Category: <u>Domestic Product Development</u> | Included in 1991-1995 Plan: <u> </u> |
| Start Date: <u>1990</u> | Completion Date: <u>2nd Q 95</u> |
| Project Objective: Develop line extension which delivers 1.1-1.2 tar/puff at 8.0-9.0 tar. | |
| Background: | |
| Benefits/Risks: Benefits: Provide a lower tar product for Marlboro smokers. Risks: Cannabalization | |
| Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Dev.</u> Program Leader: <u>C. B. Altizer</u> Man-Years: <u> </u> | |
| External Support <u>Manufacturing Services</u> <u>Leaf Department</u> | 1992 Man-Years <u> </u> <u> </u> <u> </u> |
| BUDGET: SW Tobacco <u> </u> POL Testing <u> </u> Materials <u> </u> Other (Specify Type) <u> </u> | |
| Project Strategies: | Target Completion Dates |
| Year | 1992 1993 1994 1995 1996 |
| # Qtr. | 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 |
| 1 Design and develop prototypes | |
| 2 Consumer testing | |
| 3 Factory trial | |
| 4 NET inclusion | to be determined |
| 5 National launch | x |

2021385776

1992 Operational Plan Project Summary

[illegible]

2021385777

1992-1996 Five Year-Plan Project Summary

Project: Marlboro Ultra Lights

Category: Domestic Product Development Included in 1991-1995 Plan:

Start Date: 1991 Completion Date: 4th quarter, 1992

Project Objective: Develop 6mg line extension in KS and 100mm providing enhanced subjective quality and Marlboro character.

Background:

Benefits/Risks:

Benefits: Provide lower tar product in Marlboro brand family.

Risks: Product fails to establish market share; cannabalize Merit smokers.

Project Leadership Department: R&D Group: Domestic Product Dev
Program Leader: C. B. Altizer Man-Years: _____

1992 Man-Years

Leaf Department

Manufacturing Services

Marketing Research

BUDGET :

SW Tobacco 2166.75 POL Testing 0 Materials

Other (Specify Type) _____

Project Strategies:

Target Completion Dates

| | | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
|---|--------------------------------|------|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| # | | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Design, develop, and implement | | x | | | | | | | | | | | | | | | | | | | |
| 2 | Test market monitoring | | | | x | | | | | | | | | | | | | | | | | |
| 3 | Net inclusion | | | | x | | | | | | | | | | | | | | | | | |
| 4 | Cigarette paper study | | | | x | | | | | | | | | | | | | | | | | |
| 5 | Factory trial | | | | x | | | | | | | | | | | | | | | | | |
| 6 | Production startup | | | | x | | | | | | | | | | | | | | | | | |
| 7 | National launch | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |

202385778

1992 Operational Plan Project Summary

| | | | | | |
|---|--|--|--------------------------------|--|--|
| Project: <u>Marlboro Ultra Lights</u> | | | Oper. Plan No.: _____ | | |
| Major Program Name: <u>Domestic Product Development</u> | | | Date Prepared: <u>8/20/92</u> | | |
| Strategic Goal: <u>#2 Support Growth of Business</u> | | | Prepared By: <u>L. Vinson</u> | | |
| | | | Start Date: <u>1991</u> | | |
| | | | Completion Date: <u>4 0 92</u> | | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|---|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Design, develop, and implement line extension | complete | | | | | | | | |
| 2 | 1 | Test market introduction | complete | | | | | | | | |
| 2 | 2 | Added test market introduction | complete | | | | | | | | |
| 2 | 3 | Test market monitoring | Market Res. | | | x | | | | | |
| 3 | 1 | Net inclusion schedule | Vinson | | | x | | | | | |
| 3 | 2 | Design prototypes | Vinson | | | x | | | | | |
| 3 | 3 | Cigarette production | T. Hoskin | | | x | | | | | |
| 3 | 4 | Analytical evaluations | Chambers | | | x | | | | | |
| 3 | 5 | Subjective evaluations | Rich Panel | | | x | | | | | |
| 3 | 6 | Revise specifications | Vinson | | | x | | | | | |
| 4 | 1 | Schedule cigarette paper evaluation study | Vinson | | | x | | | | | |
| 4 | 2 | Design prototypes | Vinson | | | x | | | | | |
| 4 | 3 | Prototype production | T. Hoskin | | | x | | | | | |
| 4 | 4 | Analytical evaluations | Chambers | | | x | | | | | |
| 4 | 5 | Subjective evaluations | Rich Panel | | | x | | | | | |
| 4 | 6 | Revise specifications | Vinson | | | x | | | | | |
| 5 | 1 | Schedule factory trial | Vinson | | | x | | | | | |
| 5 | 2 | Develop package and write specifications | Vinson | | | x | | | | | |
| 5 | 3 | Cigarette production in specified plant | Vinson | | | x | | | | | |
| 5 | 4 | Analytical evaluations | OA & R&D | | | x | | | | | |
| 5 | 5 | Subjective evaluations | Rich panel | | | x | | | | | |
| 5 | 6 | Product refinement | Vinson | | | x | | | | | |
| 6 | 1 | Schedule production startup | Prod. Plan | | | x | | | | | |
| 6 | 2 | Monitor cigarette production | Vinson | | | x | | | | | |
| 6 | 3 | Analytical evaluations | OA & R&D | | | x | | | | | |
| 6 | 4 | Subjective evaluations | Rich panel | | | x | | | | | |
| 7 | 1 | National launch | | | | | x | | | | |

| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
|-------------|-----------|-------------|-----------|-------------|-----------|
| L. Vinson | 0.05 | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|----------------|-----------|
| Prototype production | Semiworks | 0.05 |
| Cigarette analysis | CTSD | 0.05 |
| Subjective analysis | Richmond Panel | 0.05 |
| | | |
| | | |
| | | |

2021385779

1992-1996 Five Year-Plan Project Summary

Project: Non-filter Marlboro

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 2nd quarter, 1992 Completion Date: 4th quarter, 1993

Project Objective: Develop a full flavor non-filter line extension of the Marlboro family at 16mg tar.

Background: Maximize market opportunities by offering a Marlboro non-filter product competitive with Camel, Pall Mall, Lucky Strike, and Chesterfield non-filter brands.

Benefits/Risks:
Benefits: Line extension Marlboro family by offering nonfilter product.
Risks: Product fails to establish market share; cannibalizes Marlboro smokers.

Project Leadership Department: R&D Group: Domestic Product Dev.
Program Leader: C. B. Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|-------------------------------|----------------|
| <u>Manufacturing Services</u> | |
| | |
| | |
| | |

BUDGET:
SW Tobacco 2166.75 POL Testing 20,000.00 Materials _____
Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|---------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Historical review | | | x | | | | | | | | | | | | | | | | | |
| 2 | Baseline prototypes | | | x | | | | | | | | | | | | | | | | | |
| 3 | POL Testing | | | | x | | | | | | | | | | | | | | | | |
| 4 | Factory trial | | | | | x | | | | | | | | | | | | | | | |
| 5 | Production startup | | | | | | x | | | | | | | | | | | | | | |
| 6 | Product launch | | | | | | | x | | | | | | | | | | | | | |

2021385780

1992 Operational Plan Project Summary

| | | | | | |
|---|--|--|--------------------------------|--|--|
| Project: <u>Non-filter Marlboro</u> | | | Oper. Plan No.: _____ | | |
| Major Program Name: <u>Domestic Product Development</u> | | | Date Prepared: <u>8/20/92</u> | | |
| Strategic Goal: <u>#2 Support Growth of Business</u> | | | Prepared By: <u>L. Vinson</u> | | |
| | | | Start Date: <u>2 0 92</u> | | |
| | | | Completion Date: <u>4 0 93</u> | | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|--|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Non-filter product review | complete | | | | | | | | |
| 2 | 1 | Computer model prototypes | complete | | | | | | | | |
| 2 | 2 | Select current available blends | complete | | | | | | | | |
| 2 | 3 | Prototype production | complete | | | | | | | | |
| 2 | 4 | Analytical evaluations | complete | | | | | | | | |
| 2 | 5 | Refinement of cigarette design | Vinson | | | x | | | | | |
| 2 | 6 | Prototype production | T. Hoskin | | | x | | | | | |
| 2 | 7 | Analytical evaluations | Chambers | | | x | | | | | |
| 2 | 8 | Subjective evaluations | Rich Panel | | | x | | | | | |
| 2 | 9 | Selection of model for consumer testing | Vinson | | | x | | | | | |
| 3 | 1 | Design format for POL testing | Fleming | | | | x | | | | |
| 3 | 2 | Prototype production | T. Hoskin | | | | x | | | | |
| 3 | 3 | Analytical evaluations | Chambers | | | | x | | | | |
| 3 | 4 | Subjective evaluations | Rich Panel | | | | x | | | | |
| 3 | 5 | Ship product | PED | | | | x | | | | |
| 3 | 6 | Results of POL testing | PED | | | | | x | | | |
| 4 | 1 | Schedule factory trial | Vinson | | | | | x | | | |
| 4 | 2 | Develop package and write specifications | Vinson | | | | | x | | | |
| 4 | 3 | Cigarette production in specified plant | Vinson | | | | | x | | | |
| 4 | 4 | Analytical evaluations | QA & R&D | | | | | x | | | |
| 4 | 5 | Subjective evaluations | Rich panel | | | | | x | | | |
| 4 | 6 | Product refinement | Vinson | | | | | x | | | |
| 5 | 1 | Schedule production startup | Prod Plan | | | | | | x | | |
| 5 | 2 | Monitor cigarette production | Vinson | | | | | | x | | |
| 5 | 3 | Analytical evaluations | QA & R&D | | | | | | x | | |
| 5 | 4 | Subjective evaluations | Rich Panel | | | | | | x | | |
| 6 | 1 | Product launch | | | | | | | | | x |

| Group Resource Allocation Summary | | | | | |
|-----------------------------------|-----------|-------------|-----------|-------------|-----------|
| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
| L. Vinson | 0.05 | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|-------------------|-----------|
| Prototype/POL production | Semiworks | 0.05 |
| Cigarette analyses | CTSD | 0.05 |
| Flavor development | Flavor Technology | 0.05 |
| Consumer testing | PED | 0.05 |
| Subjective analyses | Richmond Panel | 0.05 |
| | | |
| | | |

2021385781

1992-1996 Five Year-Plan
Project Summary

| | |
|--|---|
| Project: <u>Marlboro Wides</u> | |
| Category: <u>Domestic Product Development</u> Included in 1991-1995 Plan: _____ | |
| Start Date: <u>2nd Quarter 1992</u> | Completion Date: <u>1st Quarter 1993</u> |
| Project Objective: Develop KS full flavor/lights products at an increased circumference (26.5' x 83mm). | |
| Background: PM competitor with Camel Wides. Opportunity for more market share with MF. | |
| Benefits/Risks: Cannabilize parent family. | |
| Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Dev.</u> Program Leader: <u>C. B. Altizer</u> Man-Years: _____ | |
| External Support | 1992 Man-Years |
| <u>Engineering</u> | |
| <u>Manufacturing Services</u> | |
| <u>Marketing Research</u> | |
| BUDGET: SW Tobacco <u>4333.50</u> POL Testing <u>20,000.00</u> Materials _____ Other (Specify Type) _____ | |
| Project Strategies: | Target Completion Dates |
| | Year |
| # | Qtr. |
| | 1992 |
| | 1993 |
| | 1994 |
| | 1995 |
| | 1996 |
| 1 | Design/produce product at different circum- lengths utilizing existing blends (Complete) |
| 2 | Address issues necessary to accommodate R&D and production concerns |
| 3 | Consumer testing definitions |
| 4 | Consumer research |
| 5 | Launch |

2021385782

Project Summary

[illegible]

2021385783

1992-1996 Five Year-Plan
Project Summary

Project: 3mg Merit

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 1991 Completion Date: 1st Q 1993

Project Objective: Design and develop a 3mg product with the subjective attributes of a 6mg cigarette.

Background: The Merit Ultima Light product needs revitalization with an added benefit. The benefit identified is equal taste at 3mg tar to the existing 5mg tar Ultra Lights.

Benefits/Risks: Benefits are revitalization of the brand family.

Risk is failing to achieve market share.

Project Leadership Department: R&D Group: Domestic Product Develop.
Program Leader: C. B. Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|-------------------------------|----------------|
| <u>Leaf Department</u> | _____ |
| <u>Manufacturing Services</u> | _____ |
| _____ | _____ |
| _____ | _____ |

BUDGET:
SW Tobacco 15,600.60 POL Testing 20,000.00 Materials: _____
Other (Specify Type) _____

| Project Strategies: | | | | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|---|------|--|---|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | | | | Year | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | |
| # | | Qtr. | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Prototype design with conventional materials | x | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Prototype design with new and/or novel filter | x | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Evaluate prototypes | | | x | | | | | | | | | | | | | | | | | | | | |
| 4 | NET Inclusion | | | x | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385784

1992 Operational Plan Project Summary

[illegible]

2021385785

Project Summary

Project: 6mg Merit

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 1991 Completion Date: 1st Q 1993

Project Objective: Design and develop a 6mg product with the subjective attributes of an 8mg cigarette.

Background: The 8mg flavor low Merit needs revitalization with an added benefit. The benefit identified is equal taste at 6mg tar to the existing 8mg tar Merit.

Benefits/Risks: Benefits are revitalization of the brand family.

Risk is failing to achieve market share..

Project Leadership Department: R&D Group: Domestic Product Develop.

Program Leader: C. B. Altizer Man-Years:

External Support

Leaf Department

Manufacturing Services

1992 Man-Years

BUDGET:

SW Tobacco 15,600.60 POL Testing 20,000.00 Materials

Other (Specify Type) _____

Project Strategies:

Target Completion Dates

| | | Year | | | | | | | | | | | | | | | | | | | |
|---|--|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| # | Qtr. | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Prototype design with conventional materials | x | | | | | | | | | | | | | | | | | | | |
| 2 | Prototype design with new and/or novel compo | x | | | | | | | | | | | | | | | | | | | |
| 3 | Evaluate prototype | | | x | | | | | | | | | | | | | | | | | |
| 4 | NET Inclusion | | | | x | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
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2021385786

Project Summary

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|----------------|-----------|
| Prototype/POL Fabrication | Semiworks | 0.05 |
| Cigarette Analysis | CTSD | 0.05 |
| Subjective Evaluations | Richmond Panel | 0.05 |
| | | |
| | | |
| | | |

2021385787

**1992-1996 Five Year-Plan
Project Summary**

| Project: <u>Merit Ultima</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|------|---|------|---|------|---|------|---|------|---|------|---|------|---|------|---|------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Category: <u>Domestic Product Development</u> Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>February 1990</u> | Completion Date: <u>December 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: Support Merit Ultima launch. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: Ultra low tar product in full margin category. Claim PM share of ultra low tar product share. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Benefits are ultra low tar product in full margin category. Risk is failing to achieve market share. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Develop.</u> Program Leader: <u>C. B. Altizer</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Manufacturing Services</u> | 1992 Man-Years | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco <u>2166.75</u> POL Testing <u>20,000.00</u> Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: | Target Completion Dates: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <table border="1" style="width: 100%; border-collapse: collapse; font-size: 0.8em;"> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </table> | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | |
| 1 | Identify and resolve filter production challenges (Complete) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Consumer Research | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Design and development of KS/100 menthol line extensions | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Design and develop 120mm line extension (regular and menthol) | | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385788

Project Summary

[illegible]

2021385789

1992-1996 Five Year-Plan
Project Summary

Project: B&H KS Line Extension

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: January 1991 Completion Date: _____

Project Objective: Design and develop B&H KS Regular and Menthol, Full Flavor and Lights line extensions.

Background: Expand market potential for B&H KS to 60% of population that prefers KS to rejuvenate the B&H trademark and create a stable platform for the future. The KS line extension permits PM to leverage B&H's menthol equity where PM is under-represented. The menthol line extension will enable PM to place competitive pressure against Newport, Salem, and Kool.

Benefits/Risks: Market potential geared toward 60% of population that prefers KS.

Appeal to younger blacks of which 90% smoke menthol.

Project Leadership Department: R&D Group: Domestic Prod. Develop.
Program Leader: Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|-------------------------------|----------------|
| <u>Commercial Development</u> | _____ |
| <u>Engineering</u> | _____ |
| <u>Operations Services</u> | _____ |

BUDGET:
SW Tobacco 2166.75 POL Testing 20,000.00 Materials _____
Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|--|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Test Designs and Blends | x | | | | | | | | | | | | | | | | | | | |
| 2 | Redesign and develop lights menthol proto- type with higher menthol/puff and tar/puff | x | | | | | | | | | | | | | | | | | | | |
| 3 | Launch | | | | x | | | | | | | | | | | | | | | | |
| 4 | NET inclusion - per NET timetable | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |

2021385790

Project Summary

[illegible]

2021385791

2021385792

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1992-1996 Five Year-Plan
Project Summary

Project: Virginia Slims 100's

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 1st Quarter 1992 Completion Date: 4th Qtr 1992

Project Objective: Design and develop 100mm line extensions incorporating social benefits; reduced visible sidestream, pleasant sidestream aroma, low/neutral sidestream aroma or combinations thereof.

Background: Offer younger smokers social benefits.
Appeal to older smokers..

Benefits/Risks: Benefit: Boost share of brand.
Risk: Significance of social benefit vs. price..

Project Leadership Department: R&D Group: Domestic Product Dev.
Program Leader: C. B. Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|------------------------|----------------|
| Manufacturing Services | |
| Engineering | |
| | |
| | |

BUDGET:
SW Tobacco 2166.75 POL Testing 20,000.00 Materials _____
Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|---|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Design and fabricate baseline models using VSS cigarette paper (Complete) | | | | | | | | | | | | | | | | | | | | |
| 2 | Request and evaluate selected LSS Paper (Complete) | | | | | | | | | | | | | | | | | | | | |
| 3 | Model selection/refinements (Complete) | | | | | | | | | | | | | | | | | | | | |
| 4 | Consumer research testing | | | | x | | | | | | | | | | | | | | | | |
| 5 | Factory trial/test market | | | | | | | x | | | | | | | | | | | | | |
| 6 | GEV specifications | | | | | x | | | | | | | | | | | | | | | |

2021385794

Project Summary

[illegible]

2021385795

1992-1996 Five Year-Plan Project Summary

Project: Virginia Slims King Size

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 3rd Quarter 1992 Completion Date: 2nd Qtr 1993

Project Objective: Design and develop king size (24.0 x 83mm) regular and menthol line extensions. Incorporate social benefits feature to attract younger smokers.

Background: Attract younger smokers who do not identify with parent brand.

Benefits/Risks: Benefit: Boost share of brand.

Risk: Cannabilization.

Project Leadership Department: R&D Group: Domestic Product Dev.

Program Leader: C. B. Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|-------------------------------|----------------|
| <u>Manufacturing Services</u> | |
| <u>Engineering</u> | |
| <u>Leaf</u> | |
| <u>Purchasing</u> | |

BUDGET:
SW Tobacco 15,600.00 POL Testing 20,000.00 Materials _____
Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | |
|---------------------|--|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|--|--|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | |
| 1 | Develop/design 24.0 circumference prototypes conventional paper (Complete) | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Develop paper specs needed to achieve a 13mg LSS product | | | | | | | | x | | | | | | | | | | | | | | |
| 3 | Evaluate application methods for GEV to the cigarette paper | | | | x | | | | | | | | | | | | | | | | | | |
| 4 | Evaluate application methods for CR 2978 to cigarette paper | | | x | | | | | | | | | | | | | | | | | | | |

2021385796

1992 Operational Plan Project Summary

| | | | | | |
|---|--|--|--------------------------------|--|--|
| Project: <u>Virginia Slims King Size</u> | | | Oper. Plan No.: _____ | | |
| Major Program Name: <u>Domestic Product Development</u> | | | Date Prepared: <u>8/20/92</u> | | |
| Strategic Goal: <u>#2 Support Growth of Business</u> | | | Prepared By: <u>J. Spruill</u> | | |
| | | | Start Date: <u>3 0 92</u> | | |
| | | | Completion Date: <u>2 0 93</u> | | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|---|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Prototypes design (1mg/24.0x83mm) | Complete | | | | | | | | |
| 1 | 2 | Prototype production | Complete | | | | | | | | |
| 1 | 3 | Prototype analytical/subjections | Complete | | | | | | | | |
| 1 | 4 | PL manufacture | Complete | | | | | | | | |
| 1 | 5 | POL testing | Manwaring | | | x | | | | | |
| 1 | 6 | Design 13mg/24.0 x 83mm | Newman/Wettle | | | x | | | | | |
| 1 | 7 | Prototype models | Newman/Wettle | | | | x | | | | |
| 1 | 8 | POL testing | Manwaring | | | | | x | | | |
| 1 | 9 | Factory trial | DN/LW/Op.Svcs | | | | | | x | | |
| 1 | 10 | Specifications | Newman/Wettle | | | | | | x | | |
| 1 | 11 | Production start-up | DN/LW/Op.Svcs | | | | | | | x | |
| 1 | 12 | Launch | Newman/Wettle | | | | | | | x | |
| 2 | 1 | Design/produce initial prototypes | Complete | | | | | | | | |
| 2 | 2 | Determine appropriate LSS paper | B. Goodman | | | | x | | | | |
| 2 | 3 | LSS mill run/release compound coating | BG/T.Cravotta | | | | | x | | | |
| 2 | 4 | Produce prototypes/analytical data | Newman/Wettle | | | | | x | | | |
| 2 | 5 | POL testing | Manwaring | | | | | | x | | |
| 2 | 6 | Specifications | Newman/Wettle | | | | | | x | | |
| 2 | 7 | Factory trial | Newman/Wettle | | | | | | x | | |
| 2 | 8 | Shelf item | | | | | | | | x | |
| 3 | 1 | Investigate Aromatek 150 paper coating | Complete | | | | | | | | |
| 3 | 2 | Develop GEV specifications | Cravotta | | | | x | | | | |
| 3 | 3 | Develop specs for GEV in adhesive | Cravotta/LW | | | | x | | | | |
| 3 | 4 | Modify unit for adhesive application uniformity | Eng/Wettle | | | | x | | | | |
| 3 | 5 | Source vendor for commercial paper coating | Goodman/Purch | | | | | x | | | |
| 4 | 1 | CR 2978 specifications (Complete) | Chem Research | | | | | | | | |
| 4 | 2 | CR 2978 paper coating specifications | Goodman | | | | x | | | | |
| 4 | 3 | Source vendor for commercial paper coating | Goodman/Purch | | | | | | x | | |

| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
|-------------|-----------|-------------|-----------|-------------|-----------|
| L. Wettle | 0.30 | | | | |
| D. Newman | 0.20 | | | | |
| | | | | | |
| | | | | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|--------------------|-----------|
| Prototypes/POL's | Semiworks | 0.05 |
| POL Testing | PED | 0.05 |
| Cigarette Analyses | CTSD | 0.05 |
| Release Compounds | Chemical Research | 0.05 |
| Paper Specs/Coating | Paper Technology | 0.05 |
| Subjective evaluations | Flavor Development | 0.05 |
| | | |
| | | |

2021385797

1992-1996 Five Year-Plan Project Summary

| Project: <u>Seville</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|------|------|---|------|---|------|---|------|---|------|---|------|---|------|---|------|---|------|---|---|--|---|------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-------------------|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-------------|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|----------------|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Domestic Product Development</u> | Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>2nd quarter, 1992</u> | Completion Date: <u>1st quarter, 1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Develop a free standing sub-generic menthol product in KS and 100mm SP and FTB with sensory character similar to Kool.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Program being developed as a defensive measure against full margin competitive brands.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Benefits: Establish free standing menthol brand. Risks: Product fails to establish market share; cannibalizes PM menthol brands.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Dev.</u> Program Leader: <u>C. B. Altizer</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support <u>Manufacturing Services</u></p> | <p>1992 Man-Years</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET: SW Tobacco <u>15,600.00</u> POL Testing <u>20,000.00</u> Materials _____ Other (Specify Type) _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p>Target Completion Dates</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>#</th> <th>Qtr.</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Historical review</td> <td></td><td></td><td>x</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Baseline prototypes</td> <td></td><td></td><td>x</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>POL Testing</td> <td></td><td></td><td></td><td>x</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Factory trial</td> <td></td><td></td><td></td><td>x</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>Production startup</td> <td></td><td></td><td></td><td></td> <td>x</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>6</td> <td>Product launch</td> <td></td><td></td><td></td><td></td> <td></td><td>x</td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> </tbody> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Historical review | | | x | | | | | | | | | | | | | | | | | | 2 | Baseline prototypes | | | x | | | | | | | | | | | | | | | | | | 3 | POL Testing | | | | x | | | | | | | | | | | | | | | | | 4 | Factory trial | | | | x | | | | | | | | | | | | | | | | | 5 | Production startup | | | | | x | | | | | | | | | | | | | | | | 6 | Product launch | | | | | | x | | | | | | | | | | | | | | |
| Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Historical review | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Baseline prototypes | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | POL Testing | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Factory trial | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Production startup | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Product launch | | | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385798

1992 Operational Plan Project Summary

| | | | | | |
|---|--|--|--------------------------------|--|--|
| Project: <u>Seville</u> | | | Oper. Plan No.: _____ | | |
| Major Program Name: <u>Domestic Product Development</u> | | | Date Prepared: <u>8/20/92</u> | | |
| Strategic Goal: <u>#2 Support Growth of Business</u> | | | Prepared By: <u>L. Vinson</u> | | |
| | | | Start Date: <u>2 0 92</u> | | |
| | | | Completion Date: <u>1 0 93</u> | | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|--|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Historical review | complete | | | x | | | | | |
| 2 | 1 | Computer model prototypes | complete | | | x | | | | | |
| 2 | 2 | Select baseline flavors | complete | | | x | | | | | |
| 2 | 3 | Prototype production | complete | | | x | | | | | |
| 2 | 4 | Analytical evaluations | Chambers | | | x | | | | | |
| 2 | 5 | Subjective evaluations | Shelton | | | x | | | | | |
| 2 | 6 | Selection of model for consumer testing | Vin/Shelton | | | x | | | | | |
| 3 | 1 | Design format for POL testing | Fleming | | | x | | | | | |
| 3 | 2 | Prototype production | T. Hoskin | | | x | | | | | |
| 3 | 3 | Analytical evaluations | Chambers | | | x | | | | | |
| 3 | 4 | Subjective evaluations | Rich Panel | | | x | | | | | |
| 3 | 5 | Ship product | PED | | | x | | | | | |
| 3 | 6 | Results of POL testing | PED | | | | x | | | | |
| 4 | 1 | Schedule factory trial | Vinson | | | | x | | | | |
| 4 | 2 | Develop package and write specifications | Vinson | | | | x | | | | |
| 4 | 3 | Cigarette production in specified plant | Vinson | | | | x | | | | |
| 4 | 4 | Analytical evaluations | OA & R&D | | | | x | | | | |
| 4 | 5 | Subjective evaluations | Rich panel | | | | x | | | | |
| 4 | 6 | Product refinement | Vinson | | | | x | | | | |
| 5 | 1 | Schedule production startup | Prod Plan | | | | | x | | | |
| 5 | 2 | Monitor cigarette production | Vinson | | | | | x | | | |
| 5 | 3 | Analytical evaluations | OA & R&D | | | | | x | | | |
| 5 | 4 | Subjective evaluations | Rich Panel | | | | | x | | | |
| 6 | 1 | Product launch | | | | | | | x | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |

| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
|-------------|-----------|-------------|-----------|-------------|-----------|
| L. Vinson | 0.10 | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|-------------------|-----------|
| Prototype/POL production | Semiworks | 0.05 |
| Cigarette analyses | CTSD | 0.05 |
| Flavor development | Flavor Technology | 0.05 |
| Consumer testing | PED | 0.05 |
| Subjective analyses | Richmond Panel | 0.05 |
| | | |
| | | |

2021385799

**1992-1996 Five Year-Plan
Project Summary**

Project: All Lamina

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 1st Q 1992 Completion Date: on hold

Project Objective: Develop a product without reconstituted tobacco and stem.

Background: There has been a desire in the past to produce a tobacco product made only with lamina components to use as a marketing tool.

Benefits/Risks: Benefits: Market niche for pure tobacco product.
Risks: Product fails to establish market share.

Project Leadership Department: R&D Group: Domestic Product Dev.

Program Leader: C. B. Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|----------------------------|----------------|
| <u>Leaf Department</u> | |
| <u>Quality Engineering</u> | |
| | |
| | |

BUDGET:

SW Tobacco 2166.75 POL Testing _____ Materials _____

Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|-------------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Design and develop prototypes | | | | | | | | | | | | | | | | | | | | |
| 2 | Redesign prototypes | | | | | | | | | | | | | | | | | | | | |
| 3 | Spotting and staining study | | | | x | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | | | | | | | |

2021385800

1992 Operational Plan Project Summary

[illegible]

2021385801

Project Summary

Project: Alpine

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 1991 Completion Date: 12/92

Project Objective: To determine what modifications, if any, are necessary to enhance the performance of the product in the market place.

Background: Potential for the product to increase in market share.

Benefits/Risks: Benefits are revitalization of the brand.

Project Leadership Department: R&D Group: Domestic Product Develop.

Program Leader: C. B. Altizer Man-Years:

External Support

1992 Man-Years

BUDGET:

| | | | | | |
|------------|----------------|-------------|------------------|-----------|-------------------|
| SW Tobacco | <u>2166.75</u> | POL Testing | <u>20,000.00</u> | Materials | <u> </u> |
|------------|----------------|-------------|------------------|-----------|-------------------|

Other (Specify Type) _____

Project Strategies:

Target Completion Dates

[illegible]

2021385802

2021385803

[illegible]

1992-1996 Five Year-Plan Project Summary

| Project: <u>Generic Slims 100's</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--------------|-------------------------|-------------------------|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|---|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|--|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Domestic Product Development</u> Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>9/91</u> | Completion Date: <u>5/92</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Design and develop a generic 100mm with 23.0 circumference to compete with Misty.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Defensive measure to address 100mm Slims market in the price value format. This also represents an alternate for the Virginia Slims product line.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Benefits are gaining market share in price value 100's slims.</p> <p style="text-align: center;">Risk is cannabalizing premium brand.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Develop.</u> Program Leader: <u>C. B. Alitzer</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support | 1992 Man-Years | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| BUDGET: SW Tobacco <u>2166.75</u> POL Testing <u>20,000.00</u> Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Develop and design prototypes from existing generics</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Design refinements, fabricate new prototypes</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Develop and design prototypes from existing generics | | | | | | | | | | | | | | | | | | | | | | 2 | Design refinements, fabricate new prototypes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Develop and design prototypes from existing generics | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Design refinements, fabricate new prototypes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385804

Project Summary

[illegible]

2021385805

Project Summary

Project: Bucks Line Extensions

Category: -- Costs Included in 1991-1995 Plan: -

Start Date: 1991 Completion Date: 4th Q 1993

Project Objective: Design and develop line extensions for Bucks.

Background: Fill voids in the product family.

Benefits/Risks: Benefit is to develop products to take advantage of Buck's name, in extending the family; and to further enhance PM's position in the generic market place..

Risk is subjective parity with current products.

Project Leadership Department: R&D Group: Domestic Product Dev.

Program Leader: C. B. Altizer Man-Years: -

External Support

1992 Man-Years

Leaf Department

Manufacturing Services

BUDGET:

SW Tobacco 15,600.00 POL Testing 0.00 Materials

Other (Specify Type) _____

Project Strategies:

Target Completion Dates

Year

| Tr. | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
|-----|------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
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| | |
|---|-------------------------------|
| 1 | Develop and design prototypes |
|---|-------------------------------|

2 Factory trials

3. Product Refinement

4 National Introduction

[illegible][illegible][illegible][illegible]

2021385806

1992 Operational Plan Project Summary

[illegible]

2021385807

1992-1996 Five Year-Plan

Project Summary

Project: POL Testing

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: Ongoing Completion Date: _____

Project Objective: Coordinate POL activities pertaining to Domestic Product Development's projects and programs.

Background:

Benefits/Risks: Benefits: Central location for POL information

Project Leadership Department: R&D Group: Domestic Product Dev.

Program Leader: C. B. Altizer Man-Years:

| External Support | 1992 Man-Years |
|---------------------|----------------|
| 1. External Support | 1992 Man-Years |

| | |
|------------------------|--|
| Manufacturing Services | |
|------------------------|--|

| | |
|--------|--|
| Precon | |
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| | |
|--|--|
| Cabarrus/Louisville/Manufacturing Center/Stockton Street | |
|--|--|

BUDGET:

SW Tobacco _____ POL Testing _____ Materials _____

Other (Specify Type) _____

Project Strategies:

| Year | 1992 | 1993 | 1994 | 1995 | 1996 |
|------|------|------|------|------|------|
|------|------|------|------|------|------|

| # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
|---|------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
|---|------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

| | | | | | |
|---|---|------------------------------|--|--|--|
| 1 | Routine testing of PM & competitor products | as required per each program | | | |
|---|---|------------------------------|--|--|--|

| | | | | | |
|---|-------------------------------------|------------------------------|--|--|--|
| 2 | Supply product for nonstandard POLs | as required per each program | | | |
|---|-------------------------------------|------------------------------|--|--|--|

| | | | | | |
|---|----------------------------------|------------------------------|--|--|--|
| 3 | POLs for new product development | as required per each program | | | |
|---|----------------------------------|------------------------------|--|--|--|

| | | | | | |
|---|--------------------------------------|------------------------------|--|--|--|
| 4 | POLs for product/process improvement | as required per each program | | | |
|---|--------------------------------------|------------------------------|--|--|--|

[illegible][illegible][illegible][illegible]

Source: <https://www.industrydocuments.ucsf.edu/docs/pnpk0000>

2021385808

1992 Operational Plan Project Summary

| | | | |
|---|--|---------------------------------|--|
| Project: <u>POL Testing</u> | | Oper. Plan No.: _____ | |
| Major Program Name: <u>Domestic Product Development</u> | | Date Prepared: <u>8/20/92</u> | |
| Strategic Goal: <u>#2 Support Growth of Business</u> | | Prepared By: <u>D. Atkinson</u> | |
| | | Start Date: <u>ongoing</u> | |
| | | Completion Date: <u>ongoing</u> | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|---|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Entry of semiworks request | Atkinson | | | | | | | | |
| 1 | 2 | Completion of analytical testing | Chambers | | | | | | | | |
| 1 | 3 | Coordination of subjective evaluations | Richmond Panel | | | | | | | | |
| 1 | 4 | Release product for shipment | Atkinson | | | | | | | | |
| 2 | 1 | Evaluation of special test requirements | Atkinson | | | | | | | | |
| 2 | 2 | Factory package preparation & scheduling | Atkinson | | | | | | | | |
| 2 | 3 | Monitoring of production | Atkinson | | | | | | | | |
| 2 | 4 | Entry of semiworks request | Atkinson | | | | | | | | |
| 2 | 5 | Completion of analytical testing | Chambers | | | | | | | | |
| 2 | 6 | Coordination of subjective evaluations | Richmond Panel | | | | | | | | |
| 2 | 7 | Release product for shipment | Atkinson | | | | | | | | |
| 3 | 1 | Coordinate analytical data with requestor | Atkinson | | | | | | | | |
| 3 | 2 | Completion of analytical testing | Chambers | | | | | | | | |
| 3 | 3 | Organize flavor development panel results | Atkinson | | | | | | | | |
| 3 | 4 | Coordinate subjective evaluations | Richmond Panel | | | | | | | | |
| 3 | 5 | Release product for shipment | Atkinson | | | | | | | | |
| 4 | 1 | Coordinate analytical data with requestor | Atkinson | | | | | | | | |
| 4 | 2 | Completion of analytical testing | Chambers | | | | | | | | |
| 4 | 3 | Organize flavor development panel results | Atkinson | | | | | | | | |
| 4 | 4 | Coordinate subjective evaluations | Richmond Panel | | | | | | | | |
| 4 | 5 | Release product for shipment | Atkinson | | | | | | | | |

| Group Resource Allocation Summary | | | | | | | | | | | |
|-----------------------------------|--|-----------|--|-------------|--|-----------|--|-------------|--|-----------|--|
| Individuals | | Man-Years | | Individuals | | Man-Years | | Individuals | | Man-Years | |
| D. Atkinson | | 1.0 | | | | | | | | | |
| | | | | | | | | | | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|--------------------|-----------|
| Cigarette analyses | CTSD | 0.05 |
| POL Testing | PED | 0.05 |
| POL Production | Semiworks | 0.05 |
| Subjective evaluations | Flavor Development | 0.05 |
| | | |
| | | |

2021385809

1992-1996 Five Year-Plan
Project Summary

Project: Computer Applications

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 3rd Qtr 1992 Completion Date: 1st Qtr 1995

Project Objective: Design and implement an integrated modeling and data base management system for Product Development.

Background: Product Development uses a few but important computer programs. They also interface with groups employing their own independent applications. Due to the different originators and variety of applications involved, information control and exchange is cumbersome.

Benefits/Risks: Benefits -- A system tailored to the informational flow and needs of product development will reduce prototype development time and errors. The system will be designed to interface with those implemented by the Supply Chain Project.

Project Leadership Department: R&D Group: Domestic Product Dev.
Program Leader: C. B. Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|------------------|----------------|
| <u>None</u> | |
| | |
| | |
| | |

BUDGET:
SW Tobacco 0.00 POL Testing 0.00 Materials _____
Other (Specify Type) CAD - '92 (0) -- '93 (139,000) -- '94 (150,000) -- '95-'96(?)

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|-----------------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | System Req Analysis | | x | | | | | | | | | | | | | | | | | | |
| 2 | Top Level System Design | | | x | | | | | | | | | | | | | | | | | |
| 3 | Software Requirements | | | | | x | | | | | | | | | | | | | | | |
| 4 | Preliminary Design | | | | | | x | | | | | | | | | | | | | | |
| 5 | Detailed Design | | | | | | | | | x | | | | | | | | | | | |
| 6 | Coding and Testing | | | | | | | | | | x | | | | | | | | | | |
| 7 | Software and Hardware Integration | | | | | | | | | | | x | | | | | | | | | |
| 8 | Operations and Maintenance | | | | | | | | | | | | | x | - | - | - | - | - | - | - |

2021385810

1992 Operational Plan Project Summary

[illegible]

2021385811

1992-1996 Five Year-Plan Project Summary

[illegible]

2021385812

1992 Operational Plan Project Summary

[illegible]

2021385813

1992-1996 Five Year-Plan Project Summary

Project: Virginia Slims Superslims

Category: Domestic Product Development Included in 1991-1995 Plan: _____

Start Date: 1991 Completion Date: _____

Project Objective: Design and develop a 9mg product in regular and menthol.

Background: Based on information to date, the VSSS at 6mg tar using low sidestream paper is rated stronger than Capri at 9-10mg. Low sidestream paper gives higher strength perception.

Benefits/Risks: Benefit: Being closer in tar to Capri, it may compete stronger.

Risk: Increased tar would position VSSS farther away from Capri, and may be perceived as too strong.

Project Leadership Department: R&D Group: Domestic Product Dev.

Program Leader: C. B. Altizer Man-Years: _____

| External Support | 1992 Man-Years |
|----------------------------|----------------|
| <u>Operations Services</u> | <u>.05</u> |
| | |
| | |
| | |

BUDGET:

SW Tobacco \$2,166.75 POL Testing _____ Materials _____

Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|--|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Develop and design prototypes-complete | | | | | | | | | | | | | | | | | | | | |
| 2 | Develop paper specifications-complete | | | | | | | | | | | | | | | | | | | | |
| 3 | Determine filter and ventilation changes to achieve 9mg-complete | | | | | | | | | | | | | | | | | | | | |
| 4 | Consumer research-complete | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | | | | | | | |

2021385814

Project Summary

2021385815

1992-1996 Five Year-Plan Project Summary

| Project: <u>Marlboro/Marlboro Lights</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Domestic Product Development</u> | Included in 1991-1995 Plan: <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u> </u> | Completion Date: <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: Design and implement modification studies for component reformulation, off shore inclusion, and incorporation of higher levels of expanded material.. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: For cost savings with equal subjectives.. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Benefit: Cost savings. Risk: Subjective inequality. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Dev.</u> Program Leader: <u>C. B. Altizer</u> Man-Years: <u>0.5</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Leaf</u> <u> </u> <u> </u> <u> </u> | 1992 Man-Years <u>0.5</u> <u> </u> <u> </u> <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco <u>\$2,166.75</u> POL Testing <u> </u> Materials <u> </u> Other (Specify Type) <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>ESB reformulation/off shore removal-complete</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Design and develop prototypes incorporating component reformulations including higher expanded levels-complete</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | ESB reformulation/off shore removal-complete | | | | | | | | | | | | | | | | | | | | | | 2 | Design and develop prototypes incorporating component reformulations including higher expanded levels-complete | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 | ESB reformulation/off shore removal-complete | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Design and develop prototypes incorporating component reformulations including higher expanded levels-complete | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385816

1992 Operational Plan Project Summary

[illegible]

2021385817

1992-1996 Five Year-Plan Project Summary

| | |
|---|---|
| Project: <u>Ambrosia I</u> | |
| Category: <u>Domestic Product Development</u> Included in 1991-1995 Plan: _____ | |
| Start Date: <u>1991</u> Completion Date: _____ | |
| Project Objective: Develop prototypes which exhibit a vanillin-like sidestream aroma. | |
| Background: Development initiated to meet competitive challenge of Horizon. | |
| Benefits/Risks: Benefit: Product line will address social acceptability concept. | |
| Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Dev.</u> | |
| Program Leader: <u>C. B. Altizer</u> Man-Years: <u>0.5</u> | |
| External Support <u>Engineering</u> | 1992 Man-Years |
| | |
| | |
| | |
| BUDGET: | |
| SW Tobacco <u>\$1,152.00</u> POL Testing _____ Materials _____ | |
| Other (Specify Type) _____ | |
| Project Strategies: | Target Completion Dates |
| Year | 1992 1993 1994 1995 1996 |
| # Qtr. | 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 |
| 1 Design, develop and POL test prototypes - complete | |
| 2 Commercialization of GEV and application method of compound for product | |
| | |
| | |
| | |
| | |

2021385818

1992 Operational Plan Project Summary

[illegible]

2021385819

**1992-1996 Five Year-Plan
Project Summary**

| Project: <u>Ambrosia II</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|------|------|---|------|---|------|---|------|---|------|---|------|---|------|---|------|---|------|---|---|--|---|------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Category: <u>Domestic Product Development</u> Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: _____ Completion Date: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: Develop 24.8 and 24.0 100mm product with reduced sidestream and acceptable taste. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: Program initiated to increase share and volume by providing either a free standing or line extension of existing brand to address a consumer benefit for the smoker in sidestream visibility reduction, reduced sidestream aroma or a combination of the two. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Possible social acceptability. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Domestic Product Dev.</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program Leader: <u>C. B. Altizer</u> Man-Years: <u>0.5</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support | 1992 Man-Years | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| BUDGET: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SW Tobacco <u>\$1,152.00</u> POL Testing _____ Materials _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <th>Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>#</th> <th>Qtr.</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Design and develop prototypes for a 24.8 circumference KS and 24.0/100mm-complete | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Refinement of paper specs and commercialization of taste improvement-TBD | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Continue research either via outside vendors or in-house development for release compounds offering reduced/neutral sidestream aroma | | | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385820

1992 Operational Plan Project Summary

[illegible]

2021385821

**INTERNATIONAL
PRODUCT DEVELOPMENT
AND SUPPORT**

2021385822

2021385823

MARKET DRIVEN

OPERATIONS DRIVEN

2021385824

JAPAN/ASIA C.I. PROGRAM

Strategic Goal #2 Support the Growth of the Domestic and International Businesses
Short Term

R&D Programs International Product Support and Development

I. BACKGROUND

This activity is performed to communicate the market activity with respect to brand modifications and new brand introductions in Japan, Hong Kong, India, Indonesia, Korea, Malaysia, Pakistan, Philippines, PRC, Singapore, Taiwan, and Thailand. Market trends are signaled through the comparison of current analytical data to cumulative data contained in a database.

II. OBJECTIVE

To examine competitive cigarettes on a regular basis to determine changes in the physical and cigarette smoke characteristics.

III. STRATEGIES

- A. Japan - Obtain monthly samples of 35 brands selected on the basis of overall market share or market share within a segment. Samples are obtained from at least 7 different retail locations in each of five cities in Japan. (Status: ongoing)
- B. Asia - Obtain samples of approximately 160 brands from retail outlets in eleven Asian markets. Samples may be obtained on a monthly, quarterly or semiannual basis, as outlined in the sampling protocol. (Status: ongoing)

IV. TACTICS

- A. Perform complete C.I. testing on current samples from Japan monthly and on Asia samples as received.
- B. Report Japan testing results in a bound report quarterly and report Asia results in a bound report semiannually.
- C. Report new brands by memo as received. Highlight new brands, brand modifications and packaging changes in respective quarterly and semiannual reports.

V. RESOURCES - 10.0 man-years

VI. RESPONSIBLE PERSONS

S. Laffoon

2021385826

Program Summary

| | | | |
|--------------------|---------|-------------------------|---------|
| Start Date: | Ongoing | Completion Date: | Ongoing |
|--------------------|---------|-------------------------|---------|

2021385827

MONTHLY TESTING OF AFFILIATE AND LICENSEE PRODUCTION

Strategic Goal #2 Support the Growth of the Domestic and International Businesses
Short Term

R&D Programs International Product Support and Development

I. BACKGROUND

This activity is performed to communicate the conformance to specifications of products produced by international affiliates and licensees. Competitor's products from those countries are examined to determine changes in physical and cigarette smoke characteristics. Changes in physical and cigarette smoke characteristics are signaled through the comparison of current production data to cumulative data contained in a database.

II. OBJECTIVE

To examine cigarettes produced by affiliates and licensees on a regular basis to determine conformance to specifications. To examine competitive cigarettes from international locations to determine changes in physical and smoke characteristics.

III. STRATEGIES

- A. Obtain current production of brands submitted on a schedule determined by the affiliate or licensee. (Status: ongoing)
- B. Obtain competitive products as submitted by the affiliate or licensee. (Status: ongoing)

IV. TACTICS

- A. Perform complete C.I. testing on current monthly production or current sample, in case of competitive products.
- B. Report testing results in a memo by country and month of production.

V. RESOURCES - 12.0 man-years

VI. RESPONSIBLE PERSONS

S. Laffoon

2021385828

CERTIFICATION TESTING

Strategic Goal #1 Support the Growth of the International Businesses Short Term

R&D Programs International Product Support and Development

I. BACKGROUND

This activity is performed to assure product shipped to GOC countries is within tar and nicotine limits set by the receiving countries government. Each lot produced is tested utilizing the ISO smoke method prior to shipment.

II. OBJECTIVE

To assure that export product destined for GOC countries is within the tar/nicotine tolerance specified by the country.

III. STRATEGIES

- A. Obtain 80 random packs throughout a production run for each lot.
(Status: ongoing)
- B. Testing must be complete five days after samples are submitted.

IV. TACTICS

- A. Perform Smoking/Physical Testing on lots as received by factories.
- B. Report release of product shipping.
- C. Report out of specification product to Shipping, Technical Services, and Plant QA.
- D. Report GOC Smoking/Physical Test results to Technical Services in a monthly report.

V. RESOURCES - 4.0 man-years

VI. RESPONSIBLE PERSONS

K. Hughes

2021385830

**1992-1996 Five Year-Plan
Project Summary**

| Project: <u>Lark Ultra Lights - Japan</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|------|---|-------------------------|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|--|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|---|-----------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>August, 1992</u> | Completion Date: <u>December, 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: Introduce a line extension for Lark in the 4mg tar category. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: Rapid growth in the ultra light (<6mg) category indicates a potential for Lark line extension. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits : Increased sales | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Manufacturing</u> <u>Purchasing</u> <u>Operations Services</u> | 1992 Man-Years: .05 .05 .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: | <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="2" rowspan="2"></th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>#</th> <th>Year Qtr.</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Prototype preparation</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Prototype selection</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Consumer testing</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Specification of product</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Prototype preparation | | | | | | | | | | | | | | | | | | | | | | 2 | Prototype selection | | | | | | | | | | | | | | | | | | | | | | 3 | Consumer testing | | | | | | | | | | | | | | | | | | | | | | 4 | Specification of product | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Prototype preparation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Prototype selection | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Consumer testing | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Specification of product | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385831

Project Summary

[illegible]

2021385832

1992-1996 Five Year-Plan Project Summary

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|--|---|-----|---------------|-----|-------------------|-----|-------------|-----|------------------------------|
| Project: <u>Parliament Lts. KS FTB Japan</u> | | | | | | | | | |
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>No</u> | | | | | | | | |
| Start Date: <u>May, 1992</u> | Completion Date: <u>August, 1992</u> | | | | | | | | |
| <p>Project Objective: Develop a Parliament Lights line extension in KS FTB market format, for the Japanese market at 8.0mg TIOJ tar.</p> | | | | | | | | | |
| <p>Background: Parliament Lights 100's has shown strong sales growth. This product is designed to appeal to king size smokers in this category.</p> | | | | | | | | | |
| <p>Benefits : Appeal to the low tar segment of Parliament smokers. Risks : Erosion of existing Parliament KS product.</p> | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____</p> | | | | | | | | | |
| <p>External Support</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Operations Services</td> <td style="text-align: right; padding: 2px;">.05</td> </tr> <tr> <td style="padding: 2px;">Manufacturing</td> <td style="text-align: right; padding: 2px;">.05</td> </tr> <tr> <td style="padding: 2px;">Quality Assurance</td> <td style="text-align: right; padding: 2px;">.05</td> </tr> <tr> <td style="padding: 2px;">Engineering</td> <td style="text-align: right; padding: 2px;">.05</td> </tr> </table> | Operations Services | .05 | Manufacturing | .05 | Quality Assurance | .05 | Engineering | .05 | <p>1992 Man-Years</p> |
| Operations Services | .05 | | | | | | | | |
| Manufacturing | .05 | | | | | | | | |
| Quality Assurance | .05 | | | | | | | | |
| Engineering | .05 | | | | | | | | |
| <p>BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____</p> | | | | | | | | | |
| <p>Project Strategies:</p> | <p>Target Completion Dates</p> | | | | | | | | |
| Year | 1992 1993 1994 1995 1996 | | | | | | | | |
| Qtr. | 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 | | | | | | | | |
| 1 Request from region | X | | | | | | | | |
| 2 Initial design and model making | X | | | | | | | | |
| 3 Engineering acquire & install 250 watt laser | X | | | | | | | | |
| 4 Factory trial | X | | | | | | | | |
| 5 Analytical/subjective evaluation | X | | | | | | | | |
| 6 Specification issue | X | | | | | | | | |
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2021385833

Project Summary

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2021385834

Project Summary

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Project Summary

1

05

1992-1996 Five Year-Plan Project Summary

| Project: <u>Carbon Consolidation - Coal Based</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Cost</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>January, 1992</u> | Completion Date: <u>3rd Qtr., 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: Removal of iron and zinc impregnants from SCCW coal based carbon used on Lark plug space plug products. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: Due to introduction of ventilation in Lark products, impregnation of carbon to reduce smoke components is no longer required. The removal of the impregnants is the first step to align the coal based carbon specification for future consolidation, if warranted. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Elimination of iron and zinc impregnants from Lark carbon will result in an annual savings of approximately \$1.0 million. If PM commits to purchasing this carbon through 1995, the annual savings approaches \$2.0 million, based on current prices. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Purchasing</u> <u>Quality Assurance</u> <u>Manufacturing</u> <u>Operation Services</u> | 1992 Man-Years _____ _____ _____ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type): _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Testing in factory</td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Issue specification for PMCC</td> <td></td><td>X</td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>100% utilization of PMCC product</td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Testing in factory | X | | | | | | | | | | | | | | | | | | | | 2 | Issue specification for PMCC | | X | | | | | | | | | | | | | | | | | | | 3 | 100% utilization of PMCC product | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 | Testing in factory | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Issue specification for PMCC | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 100% utilization of PMCC product | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385837

1992 Operational Plan Project Summary

[illegible]

2021385838

1992-1996 Five Year-Plan Project Summary

| | |
|---|--|
| Project: <u>Filter Length Increase PM Super Lights, PM Lights, & L&M Milds</u> | |
| Category: <u>Sales/Flexibility</u> | Included in 1991-1995 Plan: _____ |
| Start Date: <u>July, 1992</u> | Completion Date: <u>September, 1992</u> |

Project Objective: Increase filter length from 21mm to 27mm on Philip Morris Lights, L&M Milds and Philip Morris Super Lights.

Background: PM Super Lights will be lowered to 6mg TIOJ tar. In order to do this, a filter length increase to 27mm is required. L&M Milds and PM Lights will also change filter length so the brands may continue to be run on the same equipment. Initial product to be made with purchased filters from American Filtrona.

Benefits/Risks: Benefits: Increased sales
Increased machinery flexibility

Project Leadership Department: R&D **Group:** Export Product Develop.
Program Leader: J. N. Smith **Man-Years:** _____

| External Support | 1992 Man-Years |
|--|------------------|
| <u>Quality Engineering/Engineering</u> | <u>0.05/0.05</u> |
| <u>Quality Assurance/Operations Services</u> | <u>0.05/0.05</u> |
| <u>Manufacturing/Production Planning</u> | <u>0.05/0.05</u> |
| <u>Purchasing</u> | <u>0.05</u> |

BUDGET:
SW Tobacco _____ **POL Testing** _____ **Materials** _____
Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | |
|---------------------|--|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|--|
| | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | |
| # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | |
| 1 | Request from region to lower tar on products | X | | | | | | | | | | | | | | | | | | | | |
| 2 | Manufacturing and Engineering discussions | X | | | | | | | | | | | | | | | | | | | | |
| 3 | Purchasing discussions with filter vendors | X | | | | | | | | | | | | | | | | | | | | |
| 4 | Specifications to AFC | | | X | | | | | | | | | | | | | | | | | | |
| 5 | Prototypes from AFC | | | X | | | | | | | | | | | | | | | | | | |
| 6 | Trials at Cabarrus with AFC filters | | | X | | | | | | | | | | | | | | | | | | |
| 7 | Specifications issued to factory | | | X | | | | | | | | | | | | | | | | | | |
| 8 | Conversion of all L&M Mld, PML, & PMSL machinery to run new filter | | | X | | | | | | | | | | | | | | | | | | |
| 9 | Begin prod. with AFC supplied filters | | | X | | | | | | | | | | | | | | | | | | |

2021385839

1992 Operational Plan Project Summary

[illegible]

2021385840

1992-1996 Five Year-Plan

Project Summary

| Project: <u>Porous Heatseal Combining Wrap for Lark PSP Products</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|----------------|---------------------|-----|------------|----|-------------------|----|------|-----|------|---|------|---|------|---|------|---|------|---|--|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------------|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|----------------|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-----------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-----------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-------------------|--|--|--|--|--|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Prod. Improvement/Flexibility</u> Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>January, 1992</u> | Completion Date: <u>December, 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Reduce ventilation variability and increase potential for high mean ventilation by replacing the mechanically perforated combining wrap with an inherently porous wrap on Lark products.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Lark products using mechanically perforated combining wrap experience a high level of ventilation variability not seen in other product lines. A permeable heatseal combining wrap has been developed which reduces ventilation coefficient of variation to levels seen with the Marlboro product line.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Product uniformity; less rejected product due to not achieving analytical targets; improved tipping quality; increased efficiency and line speeds with tipping perforations (LMCP); flexibility to further reduce tar delivery on Lark products.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Manufacturing</td> <td style="width: 40%; text-align: right;">1992 Man-Years</td> </tr> <tr> <td>Operations Services</td> <td style="text-align: right;">.05</td> </tr> <tr> <td>Purchasing</td> <td style="text-align: right;">.1</td> </tr> <tr> <td>Quality Assurance</td> <td style="text-align: right;">.1</td> </tr> <tr> <td></td> <td style="text-align: right;">.05</td> </tr> </table> | Manufacturing | 1992 Man-Years | Operations Services | .05 | Purchasing | .1 | Quality Assurance | .1 | | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Manufacturing | 1992 Man-Years | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operations Services | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Purchasing | .1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality Assurance | .1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type): _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p>Target Completion Dates</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <th rowspan="2">Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> <tr> <td>#</td> <td colspan="4">Qtr.</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>1</td> <td colspan="4">Machinability of product</td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td colspan="4">Product design</td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td colspan="4">Subjective evaluation</td> <td></td><td>X</td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td colspan="4">Product specification</td> <td></td><td>X</td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td colspan="4">Product expansion</td> <td></td><td></td><td>X</td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td></td> <td colspan="4"></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td></td> <td colspan="4"></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td></td> <td colspan="4"></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | # | Qtr. | | | | | | | | | | | | | | | | | | | | 1 | Machinability of product | | | | X | | | | | | | | | | | | | | | | 2 | Product design | | | | X | | | | | | | | | | | | | | | | 3 | Subjective evaluation | | | | | X | | | | | | | | | | | | | | | 4 | Product specification | | | | | X | | | | | | | | | | | | | | | 5 | Product expansion | | | | | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Machinability of product | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Product design | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Subjective evaluation | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Product specification | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Product expansion | | | | | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385841

1992 Operational Plan Project Summary

[illegible]

2021385842

1992-1996 Five Year-Plan

Project Summary

| Project: <u>Carbon Consolidation - Coconut Based</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Cost</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>September, 1992</u> | Completion Date: <u>June, 1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Consolidate the two existing coconut carbon specifications to one PM specification of 20x70, 50-60% activity, and 3% moisture.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Currently two specifications exist for coconut carbon; these will be consolidated into a PM specification for all coconut carbon use. The PM specification, after consolidation, will be adjusted to an 18% moisture, in order to reduce carbon loading variability.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits: Consolidation to this coconut carbon product will permit flexibility of coconut carbon use within dual filter production.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Purchasing</u> <u>Quality Assurance</u> <u>Manufacturing</u> <u>Operation Services</u> | 1992 Man-Years .05 .05 .05 .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <div style="display: flex; justify-content: space-between;"> Year Qtr. </div> | Target Completion Dates <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td></td><td></td><td></td><td></td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | X | | | | | | | | | | | | | | | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385843

1992 Operational Plan Project Summary

[illegible]

2021385844

1992-1996 Five Year-Plan Project Summary

| Project: <u>Parliament Filter Redesign</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Flexibility</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>May, 1992</u> | Completion Date: <u>1st Qtr., 1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Redesign current Parliament Combined Filter components for more efficiency and ability to attain lower tar deliveries.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Current Parliament Combined Filter has a low efficiency inner component. This component's efficiency will be increased to enable Parliament products to achieve lower tar deliveries.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits : A filter which is more efficient will enable Product Development to design lower tar products which are subjectively acceptable.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Operation Services</td> <td style="text-align: right; padding: 2px;">1992 Man-Years: .05</td> </tr> <tr> <td style="padding: 2px;">Quality Assurance</td> <td style="text-align: right; padding: 2px;">.05</td> </tr> <tr> <td style="padding: 2px;">Manufacturing</td> <td style="text-align: right; padding: 2px;">.05</td> </tr> </table> | Operation Services | 1992 Man-Years: .05 | Quality Assurance | .05 | Manufacturing | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operation Services | 1992 Man-Years: .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality Assurance | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Develop models</td> <td></td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Factory trial</td> <td></td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Issue specification</td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Expand new specification to other Parliament products</td> <td></td><td></td><td></td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Develop models | | X | X | | | | | | | | | | | | | | | | | | | 2 | Factory trial | | X | X | | | | | | | | | | | | | | | | | | | 3 | Issue specification | | | X | | | | | | | | | | | | | | | | | | | 4 | Expand new specification to other Parliament products | | | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 | Develop models | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Factory trial | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Issue specification | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Expand new specification to other Parliament products | | | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385845

Project Summary

[illegible]

2021385846

1992-1996 Five Year-Plan Project Summary

| Project: <u>Lark Family Graphic Revision - Japan</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Value Added/Sales</u> | Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>January, 1992</u> | Completion Date: <u>May, 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Revise graphics of Lark Family products to coincide with printed tar/nicotine changes for Japan.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Graphics will be updated to help revitalize stagnant Lark Family sales. This will coincide with tar reductions for the Lark Family.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits : Increased sales through updated graphics.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Purchasing</u> <u>Manufacturing Services</u> <u>Production Planning</u> | 1992 Man-Years .05 .05 .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Update graphic to go along with Lark Family tar reduction</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Artwork received</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Material received</td> <td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Implementation of new graphics in production</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Update graphic to go along with Lark Family tar reduction | X | | | | | | | | | | | | | | | | | | | | | 2 | Artwork received | X | | | | | | | | | | | | | | | | | | | | | 3 | Material received | | X | | | | | | | | | | | | | | | | | | | | 4 | Implementation of new graphics in production | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Update graphic to go along with Lark Family tar reduction | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Artwork received | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Material received | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Implementation of new graphics in production | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385847

Project Summary

[illegible]

2021385848

1992-1996 Five Year-Plan Project Summary

| | |
|---|---|
| Project: <u>Lark Special Milds</u> | |
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>No</u> |
| Start Date: <u>April, 1992</u> | Completion Date: <u>December, 1992</u> |
| <p>Project Objective: Position a Lark Family line extension with white tipping at 8.0mg TIOJ tar, between existing Lark Milds and Lark Super Lights, which appeals to the mainstream Japanese smoker.</p> | |
| <p>Background: An extensive product testing program, evaluating a Japanese Marlboro Lights blend (Blend #322) which may appeal to mainstream Japanese smokers, has been initiated. The entire test program, including the key control marketplace products as well as existing Lark and Mount blend prototypes will be completed prior to the 1992 Asia OB meetings.</p> | |
| <p>Benefits : Increased market share in Japan, though offering a flanker brand to appeal to mainstream Japanese smokers.</p> | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____</p> | |
| External Support | 1992 Man-Years |
| <u>Manufacturing</u> | <u>.05</u> |
| <u>Operations Services</u> | <u>.05</u> |
| | |
| <p>BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____</p> | |
| Project Strategies: | Target Completion Dates |
| Year | 1992 1993 1994 1995 1996 |
| Qtr. | 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 |
| 1 Identify need for production in tar range between Milds & Super Lights | X |
| 2 Map out plan for consumer testing | X |
| 3 Production of consumer tests | X X |
| 4 Results from consumer testing | X |
| 5 Product recommendation | X |
| | |
| | |

2021385849

1992 Operational Plan Project Summary

[illegible]

2021385850

**1992-1996 Five Year-Plan
Project Summary**

| Project: <u>Dual Hopper Max</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Cost/Product Improvement</u> | Included in 1991-1995 Plan: <u>No</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>January, 1992</u> | Completion Date: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Modify existing dual filter makers to tip inner and outer filter components at the tipper.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: This concept of combining filter components at the tipper would eliminate the separate filter combining step as it currently exists (Mulfi).</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits : Machine and material cost savings.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Engineering</u> <u>Manufacturing Services</u> <u>Manufacturing</u> | 1992 Man-Years _____ _____ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Trials at Imperial Machine</td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Specifications for prototypes</td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Qualification by OE</td> <td></td><td>X</td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Qualification of tipping paper use</td> <td></td><td>X</td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>Trials at Cabarrus</td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Trials at Imperial Machine | X | | | | | | | | | | | | | | | | | | | | 2 | Specifications for prototypes | X | | | | | | | | | | | | | | | | | | | | 3 | Qualification by OE | | X | | | | | | | | | | | | | | | | | | | 4 | Qualification of tipping paper use | | X | X | | | | | | | | | | | | | | | | | | 5 | Trials at Cabarrus | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Trials at Imperial Machine | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Specifications for prototypes | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Qualification by OE | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Qualification of tipping paper use | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Trials at Cabarrus | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385851

1992 Operational Plan Project Summary

[illegible]

2021385852

1992-1996 Five Year-Plan Project Summary

| Project: <u>Marlboro Red LS to KS Conversion (Asia & EEMA)</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Consolidation/Flexibility</u> | Included in 1991-1995 Plan: <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>January, 1992</u> | Completion Date: <u>March, 1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Conversion of all Marlboro FF 80mm FTB packagings to 83mm FTB format in Asia and EEMA regions.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: All PM International packaging of Marlboro Red at 80mm FTB will be converted to 83mm FTB.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits : - machinery flexibility - consolidation of FF specification</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: <u> </u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p><u>Purchasing</u> <u> </u></p> <p><u>Manufacturing Services</u> <u> </u></p> <p><u>Production Planning</u> <u> </u></p> | <p>1992 Man-Years</p> <p><u>.05</u></p> <p><u>.05</u></p> <p><u>.05</u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco <u> </u> POL Testing <u> </u> Materials <u> </u> Other (Specify Type) <u> </u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p style="text-align: center;">Target Completion Dates</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>#</td> <td colspan="4">Qtr.</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>1</td> <td colspan="4">Conversion from 80mm to 83mm product begins in Asia & EEMA</td> <td>X</td><td>X</td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td colspan="4">Specifications issued</td> <td>X</td><td>X</td><td>X</td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td colspan="4">Conversion complete for Asia</td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td colspan="4">Conversion complete for</td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td colspan="4"> </td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td colspan="4"> </td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td colspan="4"> </td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> </tbody> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | # | Qtr. | | | | | | | | | | | | | | | | | | | | 1 | Conversion from 80mm to 83mm product begins in Asia & EEMA | | | | X | X | | | | | | | | | | | | | | | 2 | Specifications issued | | | | X | X | X | X | | | | | | | | | | | | | 3 | Conversion complete for Asia | | | | | | X | | | | | | | | | | | | | | 4 | Conversion complete for | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Conversion from 80mm to 83mm product begins in Asia & EEMA | | | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Specifications issued | | | | X | X | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Conversion complete for Asia | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Conversion complete for | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385853

Project Summary

2021385854

1992-1996 Five Year-Plan Project Summary

| Project: <u>Pin Perforation Technology</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Export Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1991</u> | Completion Date: <u>Third Qtr. 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: To determine the control of dilution of Parliament by pre-perforating the filter rod and incorporating a pre-perforated tipping during cigarette manufacture.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: During the past nine months, the proposed use of pre-perforating the filters for Parliament (for Turkey and other areas) have been explored.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Benefits: An alternate method of achieving the desired dilution for Parliament. Lower costs than lasers. Risks: May not be able to control dilution variability as well as laser method.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Cigarette Technology</u> Program Leader: <u>J. Smith</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p>Operation Services _____</p> <p>Quality Engineering _____</p> <p>Engineering _____</p> <p>Quality Assurance/Manufacturing _____</p> | <p>1992 Man-Years</p> <p>_____ .10</p> <p>_____ .20</p> <p>_____ .20</p> <p>_____ .10: .05</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco <u>N/A</u> POL Testing <u>N/A</u> Materials <u>N/A</u> Other (Specify Type) _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Prototype Development</td> <td>X</td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Factory Trial</td> <td>X</td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Richmond Panel Evaluation</td> <td>X</td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Product Refinement</td> <td></td><td></td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>Recommendation</td> <td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | Prototype Development | X | X | X | | | | | | | | | | | | | | | | | | | | | 2 | Factory Trial | X | X | X | | | | | | | | | | | | | | | | | | | | | 3 | Richmond Panel Evaluation | X | X | X | | | | | | | | | | | | | | | | | | | | | 4 | Product Refinement | | | X | X | | | | | | | | | | | | | | | | | | | | 5 | Recommendation | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 | Prototype Development | X | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Factory Trial | X | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Richmond Panel Evaluation | X | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Product Refinement | | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Recommendation | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385855

Project Summary

[illegible]

2021385856

1992-1996 Five Year-Plan Project Summary

| Project: <u>Parliament Ultra Lights 6mg TIOJ Japan</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Export Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>September, 1992</u> | Completion Date: <u>3rd QTR 1995</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Develop a 6.0mg TIOJ tar product to compete in the expanding market of 6mg and under products in Japan; and to compete in other Asian markets with decreasing sales-weighted tar averages.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: This project entails further development of the alternate pre-perforated filters for both the KS and 100mm products, as well as standard 250 watt on-line laser perforation, in order to achieve reduction in tar of Parliament to the ultra low delivery range.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Increased market share in Japan and other Asian markets.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Cigarette Technology</u></p> <p>Program Leader: <u>V. Graff</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p>Operation Services _____</p> <p>Leaf _____</p> <p>Quality Assurance _____</p> <p>Engineering _____</p> | <p>1992 Man-Years</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco <u>N/A</u> POL Testing <u>N/A</u> Materials <u>N/A</u></p> <p>Other (Specify Type): _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Product Development</td> <td></td><td></td><td>X</td><td>X</td><td>X</td><td>X</td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Machinery Development</td> <td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Consumer Testing</td> <td></td><td></td><td></td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Factory Trial</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>Production Start-Up</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>6</td> <td>National Launch</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Product Development | | | X | X | X | X | X | | | | | | | | | | | | | | | 2 | Machinery Development | | | | X | | | | | | | | | | | | | | | | | | 3 | Consumer Testing | | | | | | | X | | | | | | | | | | | | | | | 4 | Factory Trial | | | | | | | | X | | | | | | | | | | | | | | 5 | Production Start-Up | | | | | | | | | X | | | | | | | | | | | | | 6 | National Launch | | | | | | | | | | X | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Product Development | | | X | X | X | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Machinery Development | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Consumer Testing | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Factory Trial | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Production Start-Up | | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | National Launch | | | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385857

Project Summary

| | | | |
|---|--|------------------------|--|
| Project: <u>Parliament Ultra Lights-6mg TIOJ</u> | | Oper. Plan No.: _____ | |
| Major Program Name: <u>Export Product Development</u> | | Date Prepared: _____ | |
| Strategic Goal: <u>#2-Support Growth of Business</u> | | Prepared By: _____ | |
| | | Start Date: _____ | |
| | | Completion Date: _____ | |

| Strategy # | Tactic # | Project Tactics | Responsible Person (s) | 1992 | | | | 1993 | | | |
|------------|----------|--|-------------------------------------|-------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Design and Develop Prototypes | Graff | | | X | X | | | | |
| | 2 | Computer Model Prototypes | Graff | | | X | X | | | | |
| | 3 | Produce Baseline Prototypes | Hoskins | | | | X | | | | |
| | 4 | Analytical evaluations | Chambers | | | | X | | | | |
| | 5 | Subjective evaluations | Rich Panel | | | | X | | | | |
| 2 | 1 | Development of drum for KS products | Vogt | | | X | X | | | | |
| | 3 | 1 | Design and request consumer testing | PEP | | | | | | | X |
| | 2 | Danchi cigarette production | Hoskins | | | | | | | | X |
| | 3 | Analytical evaluation | Chambers | | | | | | | | X |
| | 4 | Subjective evaluation | Rich Panel | | | | | | | | X |
| | 5 | Product Shipment | Pre-Con | | | | | | | | X |
| 3 | 6 | Danchi test results | PEP | | | | | | | | X |
| | 4 | 1 | Schedule Factory Trial | Graff | | | | | | | |
| | 2 | Develop package and write specifications | Graff | | | | | | | | |
| | 3 | Cigarette production at designated factory | Graff | | | | | | | | |
| | 4 | Analytical evaluation | Chambers | | | | | | | | |
| | 5 | Subjective evaluation | Rich Panel | | | | | | | | |
| 5 | 1 | Schedule production start-up | Prod. Plan | | | | | | | | |
| | 2 | Monitor cigarette production | Graff | | | | | | | | |
| | 3 | Analytical evaluation | Chambers | | | | | | | | |
| | 4 | Subjective evaluation | Rich Panel | | | | | | | | |
| 6 | | National Launch | | | | | | | | | |
| | | | | | | | | | | | |
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| Group Resource Allocation Summary | | | | | | | | | | | |
|-----------------------------------|--|-----------|--|-------------|--|-----------|--|-------------|--|-----------|--|
| Individuals | | Man-Years | | Individuals | | Man-Years | | Individuals | | Man-Years | |
| Graff | | .25 | | | | | | | | | |
| Hoskins | | .05 | | | | | | | | | |
| Vogt | | .25 | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|-------------------|-----------|
| Semiworks | Tob. Proc. & Fab. | |
| CTSD | Applied Research | |
| Richmond Panel | Cigarette Tech. | |
| | | |
| | | |
| | | |
| | | |

2021385858

1992-1996 Five Year-Plan
Project Summary

| | |
|--------------------------------------|-----------------------------------|
| Project: <u>Pan Asian Menthol</u> | |
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: _____ |
| Start Date: <u>1991</u> | Completion Date: <u>TBD</u> |

Project Objective: To develop a family of menthol products, full flavor and lights, which are market specific, to compete with Salem and Salem Lights in the Asia region. These products would share a common name and advertising approach. Markets under consideration include Hong Kong, Korea and Japan.

Background: Menthol panels were established in Hong Kong and Japan in 1991. Menthol/blend testing was completed in 2nd quarter 1992. Requested baseline menthol testing will be completed in September, 1992. Specific future testing plans and market introduction schedules have not yet been received from PM Asia.

Benefits/Risks:

Benefits: Increased market volume and share in the menthol segments of the major Asia Pacific export markets.

Risks:

Project Leadership Department: R&D Group: Int'l Product Dev.

Program Leader: Smith/Confer Man-Years: _____

| External Support | 1992 Man-Years |
|------------------|----------------|
| PM Asia | 0.05 |
| PMKK | 0.05 |
| Pre Con | 0.05 |

BUDGET:

SW Tobacco _____ POL Testing _____ Materials _____

Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|-------------------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Consumer Testing (Danchi IV/HKCP-M) | | | X | | | | | | | | | | | | | | | | | |
| 2 | Additional Region Requested Testing | | | | | | | | | | | | | | | | | | | | |
| 3 | Product Definition by Market | | | | | | | | | | | | | | | | | | | | |
| 4 | Product Specifications | | | | | | | | | | | | | | | | | | | | |
| 5 | Factory Trials | | | | | | | | | | | | | | | | | | | | |
| 6 | Production Start-up | | | | | | | | | | | | | | | | | | | | |
| 7 | Market Introduction | | | | | | | | | | | | | | | | | | | | |

2021385859

1992 Operational Plan Project Summary

[illegible]

2021385860

1992-1996 Five Year-Plan
Project Summary

| Project: <u>Virginia Slims Lights 100 Charcoal Japan</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|------|---|------|---|------|---|------|---|------|---|------|---|------|---|------|---|------|---|--|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|----------------------------------|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|---|------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|----------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1992</u> | Completion Date: <u>TBD</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: To subjectively improve the current Virginia Slims Lights 100 Charcoal product for Japan to increase market volume and market share. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: Virginia Slims Lights 100 Menthol is continuing to grow in the Japanese market, however Virginia Slims Lights 100 Charcoal sales remain flat and low in volume. PMKK has requested that product modifications be evaluated to achieve a smoother smoking product. Additional criteria and timetables for this modification have not yet been established. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Benefits: Increased market volume and share in the 100mm nonmenthol segment of the Japanese market, primarily among female smokers. Risks: Risks are minimal, even with a drastic change in product, due to an extremely low volume at this time. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Int'l Product Dev.</u> Program Leader: <u>Smith/Confer</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>PMKK</u> <u>Manufacturing - Louisville</u> | 1992 Man-Years <u>0.05</u> <u>0.05</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <div style="text-align: right; margin-right: 20px;">Year</div> | Target Completion Dates: <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>#</td><td colspan="3">Qtr.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>1</td><td colspan="3">Prototype Development/Evaluation</td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td><td colspan="3">Consumer Testing - TBD</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td><td colspan="3">Modification Decision/Approval</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td><td colspan="3">Product Specifications</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td><td colspan="3">Factory Trial</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>6</td><td colspan="3">Production Start-up</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>7</td><td colspan="3">Market Introductions</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table> | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | # | Qtr. | | | | | | | | | | | | | | | | | | | 1 | Prototype Development/Evaluation | | | | | | X | | | | | | | | | | | | | 2 | Consumer Testing - TBD | | | | | | | | | | | | | | | | | | | 3 | Modification Decision/Approval | | | | | | | | | | | | | | | | | | | 4 | Product Specifications | | | | | | | | | | | | | | | | | | | 5 | Factory Trial | | | | | | | | | | | | | | | | | | | 6 | Production Start-up | | | | | | | | | | | | | | | | | | | 7 | Market Introductions | | | | | | | | | | | | | | | | | | |
| 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Prototype Development/Evaluation | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Consumer Testing - TBD | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Modification Decision/Approval | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Product Specifications | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Factory Trial | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Production Start-up | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Market Introductions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385861

1992 Operational Plan Project Summary

[illegible]

2021385862

1992-1996 Five Year-Plan
Project Summary

| | |
|--|-----------------------------------|
| Project: <u>Japan Marlboro - Factory Location Change</u> | |
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: _____ |
| Start Date: <u>1991</u> | Completion Date: <u>1993</u> |

Project Objective: To monitor J.T.'s production transfer for Marlboro products from the Odawara factory to the Kanazawa factory to ensure that primary and make/pack equipment conform to PM requirements for Marlboro production, and that product integrity is maintained.

Background: In order to accommodate future growth of the Marlboro brand family, production will be transferred from J.T.'s Odawara factory to their Kanazawa factory over a six month period of time. An initial tour of Kanazawa in August, 1991 resulted in a list of modifications required to the primary prior to this transfer. These modifications were completed at the end of June, 1992.

Benefits/Risks:
 Benefits: Increased production capacity for the Marlboro brand family.

 Risks:

Project Leadership Department: R&D Group: Int'l Product Dev.
 Program Leader: Smith/Confer Man-Years: _____

| External Support | 1992 Man-Years |
|-----------------------------------|----------------|
| <u>Leaf Department</u> | 0.15 |
| <u>Technical Services/Pre Con</u> | 0.05/0.05 |
| <u>PMKK/PM Asia</u> | 0.05/0.05 |
| <u>Japan Tobacco</u> | 0.20 |

BUDGET:
 SW Tobacco _____ POL Testing _____ Materials _____
 Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|------------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Factory Inspection/Trial | | | X | | | | | | | | | | | | | | | | | |
| 2 | Internal Evaluation/Approval | | | X | | | | | | | | | | | | | | | | | |
| 3 | Production Transfer Start-up | | | | X | | | | | | | | | | | | | | | | |
| 4 | Consumer Testing | | | | | X | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
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2021385863

Project Summary

[illegible]

2021385864

1992-1996 Five Year-Plan
Project Summary

Project: Japan Marlboro DIET Development Program

Category: Product Development Included in 1991-1995 Plan: _____

Start Date: 1991 Completion Date: 1993

Project Objective: To evaluate DIET inclusion in the Japan Marlboro family of products in order to enhance subjective/analytical performance and control. To produce Japan Marlboro/Marlboro Lights with DIET that perform comparably to the current products on Danchi panel testing. To incorporate DIET in the Japan Marlboro blend so that subjective integrity will not be compromised by tar reductions.

Background: Currently, Marlboro is the only significant cigarette brand on the Japanese market without an expanded component included in the blend. Pressures to lower tar deliveries have been increasing in this market. Japan Marlboro and Marlboro Lights are approaching the practical limitations of their blend and physical systems to lower delivery without compromising subjective performance. DIET would provide an acceptable burn control agent and allow for future lowering of tar deliveries.

Benefits/Risks:

Benefits: Increased market share for the Marlboro brand family in Japan via tar reductions. Enhanced analytical/subjective control of these products.

Risks: Compromise of subjective integrity resulting in alienation of current Marlboro/Marlboro Lights smokers.

Project Leadership Department: R&D **Group:** Int'l Product Dev.
Program Leader: Smith/Confer **Man-Years:** _____

External Support

| | 1992 Man-Years |
|------------------------------|------------------|
| <u>Leaf Department/IOS</u> | <u>0.50/0.05</u> |
| <u>PM Limited, Australia</u> | <u>0.10</u> |
| <u>PMKK/PM Asia</u> | <u>0.05/0.10</u> |
| <u>Japan Tobacco</u> | <u>0.20</u> |

BUDGET:

SW Tobacco _____ **POL Testing** _____ **Materials** _____
Other (Specify Type): _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|-------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Prototype Development | | | X | | | | | | | | | | | | | | | | | |
| 2 | Factory Trials | | | X | | | | | | | | | | | | | | | | | |
| 3 | Consumer Testing | | | | X | | | | | | | | | | | | | | | | |
| 4 | Approval/Implementation | | | | | X | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
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2021385865

1992 Operational Plan Project Summary

| | | | | | |
|---|--|--|------------------------|--|--|
| Project: <u>Japan Marlboro DIET Development Program</u> | | | Oper. Plan No.: _____ | | |
| Major Program Name: <u>International Product Dev.</u> | | | Date Prepared: _____ | | |
| Strategic Goal: <u>#2, International Growth, S.T.</u> | | | Prepared By: _____ | | |
| | | | Start Date: _____ | | |
| | | | Completion Date: _____ | | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|---|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Blend/DIET Development | Brumberg | | X | X | | | | | |
| 1 | 2 | Prototype Development | Hickle | | X | X | | | | | |
| 1 | 3 | DIET Production S/W | Lum | | X | | | | | | |
| 1 | 4 | Blend Production S/W | Romig | | X | X | | | | | |
| 1 | 5 | Prototype Production S/W | Hoskin | | X | X | | | | | |
| 1 | 6 | Prototype Analytical Evaluation | Chambers | | X | X | | | | | |
| 1 | 7 | Prototype Subjective Evaluation | Hickle | | X | X | | | | | |
| | | | Brumberg | | X | X | | | | | |
| | | | Parrish | | X | X | | | | | |
| 2 | 1 | DIET Production Trials - PM Ltd. Australia | Brumberg | | | X | | | | | |
| 2 | 2 | S/W Blend Production w/ Australian DIET | Romig | | | X | | | | | |
| 2 | 3 | S/W Prototype Production w/ Australian DIET | Hoskin | | | X | | | | | |
| 2 | 4 | Prototype Analytical Evaluation | Chambers | | | X | X | | | | |
| 2 | 5 | Prototype Subjective Evaluation | Hickle | | | X | X | | | | |
| | | | Brumberg | | | X | X | | | | |
| | | | Parrish | | | X | X | | | | |
| 2 | 6 | Analytical/Subjective Approval | R Panel | | | X | X | | | | |
| 2 | 7 | Factory Trial/Danchi Production (Odawara) | Hickle | | | | X | | | | |
| | | | Brumberg | | | | X | | | | |
| | | | Cooper | | | | X | | | | |
| 2 | 8 | Analytical Evaluation of Danchi Test | Chambers | | | | X | | | | |
| 2 | 9 | Analytical/Subjective Approval of Danchi Test | R Panel | | | | X | | | | |
| 3 | 1 | Danchi Testing Fieldwork | PMKK | | | | X | | | | |
| 3 | 2 | Analyze/Review Danchi Results | Matthews | | | | X | X | | | |
| 4 | 1 | DIET Inclusion Approval | Houghton | | | | | X | | | |
| | | | Webb | | | | | X | | | |
| | | | Roper | | | | | X | | | |
| 4 | 2 | Blend/Tar Reduction Specifications | Hickle/Brumberg | | | | | X | | | |

| Group Resource Allocation Summary | | | | | |
|-----------------------------------|-----------|-------------|-----------|-------------|-----------|
| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
| J. Hickle | 0.50 | G. Romig | 0.05 | L. Cooper | 0.05 |
| C. Brumberg | 0.50 | T. Hoskin | 0.05 | R. Heretick | 0.05 |
| K. Parrish | 0.10 | R. Lum | 0.05 | J. Wareham | 0.05 |
| C. Matthews | 0.05 | E. Chambers | 0.05 | S. Roberts | 0.05 |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|-------------------|-----------|
| DIET/Blend/Prototype Production | Tob. Proc. & Fab. | 0.15 |
| Flavor Preparation/Subjective Evaluations | Flavor Technology | 0.10 |
| Danchi Test Coordination/Analysis | PED | 0.05 |
| Analytical Evaluations | CTSD | 0.05 |
| Subjective Evaluations/Approval (R Panel) | Cigarette Tech. | 0.05 |

2021385866

Project Summary

[illegible]

2021385867

Project Summary

[illegible]

2021385868

Project Summary

Project: 100mm - 2mg Product - Korea

Category: Product Development Included in 1991-1995 Plan: 1992

Start Date: September, 1992 Completion Date: June, 1993

Project Objective: To develop a 2.0mg - 100mm product that achieves superior liking over Expo Mild and Expo Gold smokers..

Background: Utilizing carbon on tela/PCC filter technology in conjunction with the Ultima tobacco blend, generate a 100mm SP product for the Korean market.

Benefits/Risks: To generate market share for Philip Morris, Inc. in the ultra low tar market.

Project Leadership Department: R&D Group: Export Product Develop.
Program Leader: J. N. Smith Man-Years: 1.0

| External Support | 1992 Man-Years |
|---------------------|----------------|
| Quality Engineering | .1 |
| Quality Assurance | .1 |
| Operation Services | .1 |
| Purchasing | .1 |

BUDGET:

| | | | | | |
|----------------------|-------|-------------|-------|-----------|-------|
| SW Tobacco | _____ | POL Testing | _____ | Materials | _____ |
| Other (Specify Type) | _____ | | | | |

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|--------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Product development | | | | X | | | | | | | | | | | | | | | | |
| 2 | Vendor qualification | | | | | X | | | | | | | | | | | | | | | |
| 3 | Consumer testing | | | | | | X | | | | | | | | | | | | | | |
| 4 | Factory trial | | | | | | | | | | X | | | | | | | | | | |
| 5 | Vendor production | | | | | | | | | X | | | | | | | | | | | |
| 6 | Cigarette specifications | | | | | | | | | | X | | | | | | | | | | |
| 7 | National launch | | | | | | | | | | | X | | | | | | | | | |

2021385869

Project Summary

[illegible]

2021385870

1992-1996 Five Year-Plan Project Summary

| Project: <u>1mg KS Product - Korea</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--------------|-------------------------|-------------------------|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|---|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|--|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---------------------|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-----------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|------------------|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------|--|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------------|--|--|--|--|--|--|--|---|---|--|--|--|--|--|--|--|--|--|--|--|---|--------------------|--|--|--|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|---|-----------------|--|--|--|--|--|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>September, 1992</u> | Completion Date: <u>June, 1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: Develop a 1.0mg KS SP product for the Korean market, which is soft on impact but has enriched flavor characteristics. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: Incorporating Project 41 technology with the Bold Blend, generate a 1.0mg tar product for the Korean market. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Generate market share for Philip Morris, Inc. in the ultra low tar category in Korea. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Quality Engineering</u> <u>Quality Assurance</u> <u>Operation Services</u> <u>Cabarrus</u> | 1992 Man-Years: <u>.1</u> <u>.1</u> <u>.5</u> <u>.1</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Product development</td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Vendor selection</td> <td></td><td></td><td></td><td></td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Prototype fabrication</td> <td></td><td></td><td></td><td></td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Consumer testing</td> <td></td><td></td><td></td><td></td> <td></td><td>X</td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>Factory trial</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>6</td> <td>Cigarette specifications</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td>X</td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>7</td> <td>New brand start-up</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>8</td> <td>National launch</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Product development | | | | X | | | | | | | | | | | | | | | | | 2 | Vendor selection | | | | | X | | | | | | | | | | | | | | | | 3 | Prototype fabrication | | | | | X | | | | | | | | | | | | | | | | 4 | Consumer testing | | | | | | X | | | | | | | | | | | | | | | 5 | Factory trial | | | | | | | X | | | | | | | | | | | | | | 6 | Cigarette specifications | | | | | | | | X | X | | | | | | | | | | | | 7 | New brand start-up | | | | | | | | | X | | | | | | | | | | | | 8 | National launch | | | | | | | | | | | X | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Product development | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Vendor selection | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Prototype fabrication | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Consumer testing | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Factory trial | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Cigarette specifications | | | | | | | | X | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | New brand start-up | | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | National launch | | | | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385871

1992 Operational Plan Project Summary

[illegible]

2021385872

1992-1996 Five Year-Plan Project Summary

Project: Project 41 - Japan

Category: Product Development Included in 1991-1995 Plan: 1992

Start Date: January, 1992 Completion Date: 1st Qtr., '93

Project Objective: Develop a 1.0mg TIOJ tar product which will achieve superiority in liking over Frontier and Frontier Lights among Caster, Caster Mild, Mild Seven Lights, Mild Seven Super Lights, and Cabin Super Mild smokers. A product introduction of March, 1993 is scheduled.

Background: This product entails development of a 1.0mg tar target using non-conventional, high efficiency carbon filters. Combining the efforts of the Filter Technology group and outside vendors, a filtration system has been chosen which satisfies both analytical and subjective criteria and is commercially available. Prototypes utilizing the Project 41 PCC-carbon filter and the "bold" blend will be tested extensively in Danchi panel testing, as well as key control products.

Benefits/Risks: Increased market share in Japan, in the ultra low tar product category.

Project Leadership Department: R&D Group: Export Product Develop.
Program Leader: J. N. Smith Man-Years: 1.2

| External Support | 1992 Man-Years |
|---------------------|----------------|
| Quality Engineering | .2 |
| Purchasing | .1 |
| Operation Services | .2 |
| Cabarrus | .1 |

BUDGET:
SW Tobacco: _____ POL Testing: _____ Materials: _____
Other (Specify Type): _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|-----------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Product development | | | X | | | | | | | | | | | | | | | | | |
| 2 | Consumer testing | | | X | | | | | | | | | | | | | | | | | |
| 3 | Qualify filter vendor (AFC) | | | X | | | | | | | | | | | | | | | | | |
| 4 | Vendor production trials | | | X | | | | | | | | | | | | | | | | | |
| 5 | Factory trial | | | X | | | | | | | | | | | | | | | | | |
| 6 | Cigarette specifications | | | X | | | | | | | | | | | | | | | | | |
| 7 | Production start-up | | | | X | | | | | | | | | | | | | | | | |
| 8 | National launch | | | | | X | | | | | | | | | | | | | | | |

2021385873

Project Summary

[illegible]

2021385874

1992-1996 Five Year-Plan Project Summary

| Project: <u>Virginia Slims 6.0mg - Korea</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>January, 1992</u> | Completion Date: <u>TBD</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Develop a 6.0mg Virginia Slims product for the Korean market.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Models have been produced a both 24.8 and 24.0, plus a third model at 23.0 circumference. The B&H and B&H Deluxe Ultra Light filler was incorporated into these prototypes. Initial screening revealed that the 23.0 circumference was preferred.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Determine by SCP testing if a 6.0mg Virginia Slims product is more suitable for the Korean market. The market place is currently exhibiting a downward trend in tar valued products.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Developmt.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Operation Services</td> <td style="width: 40%; text-align: center;">1992 Man-Years</td> </tr> <tr> <td>Louisville</td> <td style="text-align: center;">.1</td> </tr> <tr> <td>Quality Assurance</td> <td style="text-align: center;">.1</td> </tr> </table> | Operation Services | 1992 Man-Years | Louisville | .1 | Quality Assurance | .1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operation Services | 1992 Man-Years | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Louisville | .1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality Assurance | .1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Consumer testing</td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Consumer testing | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Consumer testing | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385875

1992 Operational Plan Project Summary

[illegible]

2021385876

1992-1996 Five Year-Plan Project Summary

| Project: <u>Merit Lights KS SP - Korea</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>May, 1992</u> | Completion Date: <u>August, 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Develop a 3.0mg Merit Lights product for the Korean market with low throat impact and a soft subjective response which will appeal to 88 Lights smokers.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Product chosen for August launch by "Expert Smoking Panel" in May was Muratti Ambassador Ultra Mild produced in PM Europe. Filters were sourced from Intertaba, Italy, and the European Sausalito blend was also incorporated.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Increase market share in Korea, through introduction of a product into the ultra-low segment, in which PM was previously unrepresented.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p><u>Purchasing/Operation Services</u> _____</p> <p><u>Quality Assurance/Quality Engineering</u> _____</p> <p><u>Stockton Street</u> _____</p> <p><u>Leaf</u> _____</p> | <p>1992 Man-Years</p> <p>_____ .3</p> <p>_____ .1</p> <p>_____ .1</p> <p>_____ .4</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco _____ POL Testing _____ Materials _____</p> <p>Other (Specify Type) _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p>Target Completion Dates</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>#</td> <td colspan="4">Qtr.</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>1</td> <td colspan="4">Product development</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>2</td> <td colspan="4">Blend development</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>3</td> <td colspan="4">Flavor technology</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>4</td> <td colspan="4">Consumer testing</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>5</td> <td colspan="4">Factory trial</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>6</td> <td colspan="4">Cigarette specifications</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>7</td> <td colspan="4">Production start-up/Coupon product</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> <tr> <td>8</td> <td colspan="4">National launch</td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> <td colspan="4"></td> </tr> </tbody> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | # | Qtr. | | | | | | | | | | | | | | | | | | | | 1 | Product development | | | | | | | | | | | | | | | | | | | | 2 | Blend development | | | | | | | | | | | | | | | | | | | | 3 | Flavor technology | | | | | | | | | | | | | | | | | | | | 4 | Consumer testing | | | | | | | | | | | | | | | | | | | | 5 | Factory trial | | | | | | | | | | | | | | | | | | | | 6 | Cigarette specifications | | | | | | | | | | | | | | | | | | | | 7 | Production start-up/Coupon product | | | | | | | | | | | | | | | | | | | | 8 | National launch | | | | | | | | | | | | | | | | | | | |
| Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Product development | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Blend development | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Flavor technology | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Consumer testing | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Factory trial | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Cigarette specifications | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Production start-up/Coupon product | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | National launch | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385877

1992 Operational Plan Project Summary

[illegible]

2021385878

1992-1996 Five Year-Plan Project Summary

| | |
|---|---|
| Project: <u>Merit KS/Consumer Research for Hong Kong</u> | |
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> |
| Start Date: <u>1992</u> | Completion Date: <u>1993</u> |

Project Objective: To develop a low tar, white tipped American branded cigarette in the growing low tar market and to conduct consumer panel testing in Hong Kong to identify or enhance the subjective, analytical, and physical performance of existing products in the marketplace.

Background: Development of the Merit KS should help capitalize on the emerging trend of the low tar, non-menthol segment in Hong Kong which is the only segment to grow sharply in the past few years. (Kent represents 10% of sales in Hong Kong). Five non-menthol consumer tests are planned for 1992.

Benefits/Risks: The Merit entry could successfully capture a prominent leadership position and compete against the growing Kent brand, through offering a lower tar option.

| | |
|--|--|
| Project Leadership Department: <u>R&D</u> | Group: <u>Export Product Develop.</u> |
| Program Leader: <u>J. N. Smith</u> | Man-Years: _____ |

| External Support | 1992 Man-Years |
|--|----------------|
| <u>Pre-Con</u> | .05 |
| <u>Technical Services</u> | .05 |
| <u>Manufacturing Services</u> | .05 |
| <u>Quality Assurance - Product Audit - Smoking</u> | .05 |

BUDGET:
 SW Tobacco _____ POL Testing _____ Materials _____
 Other (Specify Type) _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | |
|---------------------|---|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|--|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | |
| 1 | Merit KS Development: | | | | | | | | | | | | | | | | | | | | | |
| | Prototype Prod., Analytical/Subjectives | | | | X | | | | | | | | | | | | | | | | | |
| | Specifications | | | | | X | | | | | | | | | | | | | | | | |
| | Monitoring factory start-up | | | | | | X | | | | | | | | | | | | | | | |
| | Brand launch | | | | | | | X | | | | | | | | | | | | | | |
| 2 | Consumer Research: | | | | | | | | | | | | | | | | | | | | | |
| | Marl Med, Marl Lts., 9mg Marl Lts, Kent | | X | | | | | | | | | | | | | | | | | | | |
| | Marl., Marl Med., Winston Med., Merit w/white | | | X | | | | | | | | | | | | | | | | | | |

2021385879

1992-1996 Five Year-Plan Project Summary

[illegible]

2021365880

Project Summary

[illegible]

2021385882

1992 Operational Plan Project Summary

[illegible]

2021385883

1992-1996 Five Year-Plan Project Summary

| Project: <u>New Product Launches for Guam</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|---------------------------------|------|------|---------------------------------|------|------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|--|--|--|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|----------------------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-------------------------|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------------------|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------------------|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1992</u> | Completion Date: <u>1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: To coordinate new product launches for the international export market of Guam. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: These new product introductions and line extensions have been outlined in the U.S. Export Product Plan for 1992-93. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Introduction of new brands and line extensions should insure an increase in market share in Guam. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Technical Service</u> <u>Manufacturing Services</u> <u>Quality Assurance - Product Audit - Smoking</u> | 1992 Man-Years _____ _____ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Guam line extensions/new brands</th> <th rowspan="2">Year</th> <th rowspan="2">Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>B&H 100's Menthol FTB</td> <td></td> <td></td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Marlboro Menthol KS</td> <td></td> <td></td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>DE Marlboro KS FTB 300's Carton</td> <td></td> <td></td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>DE Marlboro Lts. KS FTB 200's Carton</td> <td></td> <td></td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>DE Marlboro KS FTB 5 Carton Tote</td> <td></td> <td></td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>6</td> <td>DE Marlboro Lts. KS FTB 5 Carton Tote</td> <td></td> <td></td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>7</td> <td>Va. Slims Super 100 FTB</td> <td></td> <td>X</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>8</td> <td>Va. Slims Super Menthol 100 FTB</td> <td></td> <td>X</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>9</td> <td>Merit Ultima 100's Regular S/P</td> <td></td> <td></td> <td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table> | # | Guam line extensions/new brands | Year | Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | B&H 100's Menthol FTB | | | | | X | | | | | | | | | | | | | | | | | | 2 | Marlboro Menthol KS | | | | | X | | | | | | | | | | | | | | | | | | 3 | DE Marlboro KS FTB 300's Carton | | | | | X | | | | | | | | | | | | | | | | | | 4 | DE Marlboro Lts. KS FTB 200's Carton | | | | | X | | | | | | | | | | | | | | | | | | 5 | DE Marlboro KS FTB 5 Carton Tote | | | | | X | | | | | | | | | | | | | | | | | | 6 | DE Marlboro Lts. KS FTB 5 Carton Tote | | | | | X | | | | | | | | | | | | | | | | | | 7 | Va. Slims Super 100 FTB | | X | | | | | | | | | | | | | | | | | | | | | 8 | Va. Slims Super Menthol 100 FTB | | X | | | | | | | | | | | | | | | | | | | | | 9 | Merit Ultima 100's Regular S/P | | | | | | X | | | | | | | | | | | | | | | | | |
| # | | | | | Guam line extensions/new brands | Year | Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | B&H 100's Menthol FTB | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Marlboro Menthol KS | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | DE Marlboro KS FTB 300's Carton | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | DE Marlboro Lts. KS FTB 200's Carton | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | DE Marlboro KS FTB 5 Carton Tote | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | DE Marlboro Lts. KS FTB 5 Carton Tote | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Va. Slims Super 100 FTB | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Va. Slims Super Menthol 100 FTB | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | Merit Ultima 100's Regular S/P | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385884

1992 Operational Plan Project Summary

[illegible]

2021385885

1992-1996 Five Year-Plan Project Summary

| Project: <u>New Product Launches for Hong Kong/Macau</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|-------------------------------------|--------------|-------------------------------------|--------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|---|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|--|--|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------------|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-------------------------------|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------------------------|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------------------|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------------------|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1992</u> | Completion Date: <u>1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: To coordinate new product launches for the international export markets of Hong Kong and Macau.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: During 1991, a 42% share of market in Hong Kong was experienced by PM Products.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Introduction of new brands and line extensions should insure an increase in market share in Hong Kong and Macau.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Technical Services</u> <u>Manufacturing Services</u> <u>QA - Product Audit - Smoking</u> | 1992 Man-Years .05 .05 .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">HK/Macau/Line Extensions/New Brands</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Marl. Med. KS SP</td> <td></td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Marl. Med. KS FTB</td> <td></td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>DF Marl. KS 5 Carton Tote</td> <td></td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>DF Marl. Lts. 200's FT Carton</td> <td></td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>DF Marl. Lts. KS FTB Wooden Box</td> <td></td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>6</td> <td>DF Marl. Lts. KS 5 Carton Tote</td> <td></td> <td></td><td></td><td></td><td></td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>7</td> <td>Marl. Lts. 83 FTB 300's Carton</td> <td></td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> </tbody> </table> | # | HK/Macau/Line Extensions/New Brands | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Marl. Med. KS SP | | | | | X | | | | | | | | | | | | | | | | | 2 | Marl. Med. KS FTB | | | | | X | | | | | | | | | | | | | | | | | 3 | DF Marl. KS 5 Carton Tote | | | | X | | | | | | | | | | | | | | | | | | 4 | DF Marl. Lts. 200's FT Carton | | | | X | | | | | | | | | | | | | | | | | | 5 | DF Marl. Lts. KS FTB Wooden Box | | | | | X | | | | | | | | | | | | | | | | | 6 | DF Marl. Lts. KS 5 Carton Tote | | | | | | X | | | | | | | | | | | | | | | | 7 | Marl. Lts. 83 FTB 300's Carton | | X | | | | | | | | | | | | | | | | | | | | |
| # | | | | HK/Macau/Line Extensions/New Brands | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Marl. Med. KS SP | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Marl. Med. KS FTB | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | DF Marl. KS 5 Carton Tote | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | DF Marl. Lts. 200's FT Carton | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | DF Marl. Lts. KS FTB Wooden Box | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | DF Marl. Lts. KS 5 Carton Tote | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Marl. Lts. 83 FTB 300's Carton | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385886

1992 Operational Plan Project Summary

[illegible]

2021385887

1992-1996 Five Year-Plan Project Summary

| Project: <u>New Product Launches for Taiwan</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1992</u> | Completion Date: <u>1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: To coordinate new product launches for the international export market of Taiwan.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: These new product introductions and line extensions have been outlined in the US Export Plan for 1992-93.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Introduction of new brands and line extensions should insure an increase in market share in Taiwan.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Technical Services</td> <td style="width: 20%; text-align: right;">.05</td> </tr> <tr> <td>Manufacturing Services</td> <td style="text-align: right;">.05</td> </tr> <tr> <td>Quality Assurance - Product Audit - Smoking</td> <td style="text-align: right;">.05</td> </tr> </table> | Technical Services | .05 | Manufacturing Services | .05 | Quality Assurance - Product Audit - Smoking | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Technical Services | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Manufacturing Services | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality Assurance - Product Audit - Smoking | .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Taiwan Line Extensions/New Brands</th> <th rowspan="2">Year</th> <th rowspan="2">Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>DF Marl. KS FTB</td> <td></td> <td></td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>DF Va. Slims Lights 100's FTB Menthol</td> <td></td> <td></td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>B&H Deluxe Lights 100's FTB</td> <td></td> <td></td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Parl. 83mm Charcoal FTB</td> <td></td> <td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>Marl. Red. 100's FTB</td> <td></td> <td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Taiwan Line Extensions/New Brands | Year | Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | DF Marl. KS FTB | | | | | | X | | | | | | | | | | | | | | | | | 2 | DF Va. Slims Lights 100's FTB Menthol | | | | | | X | | | | | | | | | | | | | | | | | 3 | B&H Deluxe Lights 100's FTB | | | | | | X | | | | | | | | | | | | | | | | | 4 | Parl. 83mm Charcoal FTB | | X | | | | | | | | | | | | | | | | | | | | | 5 | Marl. Red. 100's FTB | | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | | | Taiwan Line Extensions/New Brands | Year | Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 | DF Marl. KS FTB | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | DF Va. Slims Lights 100's FTB Menthol | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | B&H Deluxe Lights 100's FTB | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Parl. 83mm Charcoal FTB | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Marl. Red. 100's FTB | | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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1992-1996 Five Year-Plan Project Summary

Project: New Product Launches for U.S. Duty Free/General Duty Free

Category: Product Development Included in 1991-1995 Plan: Yes

Start Date: 1992 Completion Date: 1993

Project Objective: To coordinate new product launches for the international export markets of US Duty Free and General Duty Free.

Background: These new product introductions and line extensions have been outlined in the US Export Product Plan for 1992-93.

Benefits/Risks: Introduction of new brands and line extensions should insure an increase in market share in these markets.

Project Leadership Department: R&D Group: Export Product Develop.
Program Leader: J. N. Smith Man-Years:

| External Support | 1992 Man-Years |
|--|----------------|
| <u>Technical Services</u> | <u>.05</u> |
| <u>Manufacturing Services</u> | <u>.05</u> |
| <u>Quality Assurance - Product Audit - Smoking</u> | <u>.05</u> |

BUDGET:
SW Tobacco POL Testing Materials
Other (Specify Type):

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|---------------------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | USDF/Gen.DF Line Ext./New Brands Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Marl. Med. KS SP | X | | | | | | | | | | | | | | | | | | | |
| 2 | Marl. KS FTB 5 Pack Carton | X | | | | | | | | | | | | | | | | | | | |
| 3 | B&H KS | | | X | | | | | | | | | | | | | | | | | |
| 4 | B&H Lights KS | | | X | | | | | | | | | | | | | | | | | |
| 5 | B&H Lights KS Menthol | | | X | | | | | | | | | | | | | | | | | |
| 6 | Marl. Med. 100's FTB | | | X | | | | | | | | | | | | | | | | | |
| 7 | Marl. Lts. KS FTB Men. 300's Carton | | | X | | | | | | | | | | | | | | | | | |
| 8 | Marl. Lts. KS FTB Jumbo Carton | X | | | | | | | | | | | | | | | | | | | |

2021385890

Project Summary

| Project: _____ <u>New Product Launches for US Duty Free/General Duty Free (continued)</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: _____ Included in 1991-1995 Plan: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: _____ Completion Date: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: _____ Group: _____ Program Leader: _____ Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support _____ _____ _____ | 1992 Man-Years _____ _____ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco: _____ POL Testing _____ Materials _____ Other (Specify Type): _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="22">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>9</td> <td>Marl. KS FTB Wooden Box</td> <td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>10</td> <td>Marl. Men. KS FTB</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>11</td> <td>Marl. Lts. KS Men. FTB Jumbo Carton</td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>12</td> <td>Marl. Lts. KS FTB - Singapore DF</td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>13</td> <td>Marl. KS SP 5 Carton Tote - Asia DF</td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 9 | Marl. KS FTB Wooden Box | | X | | | | | | | | | | | | | | | | | | | | 10 | Marl. Men. KS FTB | X | | | | | | | | | | | | | | | | | | | | | 11 | Marl. Lts. KS Men. FTB Jumbo Carton | | | X | | | | | | | | | | | | | | | | | | | 12 | Marl. Lts. KS FTB - Singapore DF | | | X | | | | | | | | | | | | | | | | | | | 13 | Marl. KS SP 5 Carton Tote - Asia DF | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | Marl. KS FTB Wooden Box | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Marl. Men. KS FTB | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Marl. Lts. KS Men. FTB Jumbo Carton | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Marl. Lts. KS FTB - Singapore DF | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | Marl. KS SP 5 Carton Tote - Asia DF | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385891

1992 Operational Plan Project Summary

| | | | | | |
|--|--|--|-------------------------------|--|--|
| Project: <u>New Product Launches - USDF/General D.F.</u> | | | Oper. Plan No.: _____ | | |
| Major Program Name: <u>Export Product Development</u> | | | Date Prepared: <u>8/21/92</u> | | |
| Strategic Goal: <u>#2, Export Product Growth</u> | | | Prepared By: <u>J. Easley</u> | | |
| | | | Start Date: <u>On-going</u> | | |
| | | | Completion Date: <u>1993</u> | | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|---------------------------------------|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Initiate specification | Easley | X | | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | X | | | | | | | |
| 2 | 1 | Initiate specification | Easley | X | | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | X | | | | | | | |
| 3 | 1 | Initiate specification | Easley | | X | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | | X | | | | | |
| 4 | 1 | Initiate specification | Easley | | X | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | | X | | | | | |
| 5 | 1 | Initiate specification | Easley | | X | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | | X | | | | | |
| 6 | 1 | Initiate specification | Easley | | X | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | | X | | | | | |
| 7 | 1 | Initiate specification | Easley | | X | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | | X | | | | | |
| 8 | 1 | Initiate specification | Easley | X | | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | X | | | | | | |
| 9 | 1 | Initiate specification | Easley | X | | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | X | | | | | | |
| 10 | 1 | Initiate specification | Easley | X | | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | X | | | | | | | |
| 11 | 1 | Initiate specification | Easley | | X | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | | X | | | | | |
| 12 | 1 | Initiate specification | Easley | | X | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | | X | | | | | |
| 13 | 1 | Initiate specification | Easley | | X | | | | | | |
| | 2 | Monitor production start-up - OA - CI | Easley/OA | | | X | | | | | |

| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
|-------------|-----------|-------------|-----------|-------------|-----------|
| J. Easley | .12 | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

| R&D Support Resources: (Type of Support) | Division | Man-Years |
|--|------------------|-----------|
| Cigarette Testing | Applied Research | .05 |
| Richmond Panel | New Product | .05 |
| Flavor Panel | New Product | .05 |
| | | |
| | | |
| | | |
| | | |

2021385892

1992-1996 Five Year-Plan Project Summary

| Project: <u>Consumer Research - Taiwan</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1992</u> | Completion Date: <u>1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Conduct PMI consumer tests for Taiwan to maintain and/or enhance the subjectives, analytical and phisical performance of existing products in the marketplace.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Five tests planned for 1992.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: To improve the competitiveness of our products in the marketplace and possibly gain market share.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Pre-Con</u> <u>PMI Testing</u> | 1992 Man-Years <u>.05</u> <u>.05</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco <u> </u> POL Testing <u> </u> Materials <u> </u> Other (Specify Type) <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <div style="display: flex; justify-content: space-between;"> Year Qtr. </div> | Target Completion Dates <table border="1" style="width: 100%; border-collapse: collapse; font-size: 0.8em;"> <thead> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | | | | | | | | | | | | | | | | | | | | 2 | | | | | | | | | | | | | | | | | | | | 3 | | | | | | | | | | | | | | | | | | | | 4 | | | | | | | | | | | | | | | | | | | | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385893

1992 Operational Plan Project Summary

[illegible]

2021385894

1992-1996 Five Year-Plan Project Summary

Project: Existing Product Support/Health Warning Requirements

Category: Product Development Included in 1991-1995 Plan: Yes

Start Date: 1992 Completion Date: 1992

Project Objective: To monitor the addition of the US health warning notice or local health warning to all export packs that do not presently carry any other country's health warning.

Background: There are 184 export packings affected. A random rotation of the four US warning notices will be used. Printed materials will be converted as each item is used up to avoid as much obsolescence as possible.

Benefits/Risks: To make export exports consistent with Domestic, in regards to W/N requirements, in order to hedge against potential legislative action towards PM.

Project Leadership Department: R&D Group: Export Product Develop.
Program Leader: J. N. Smith Man-Years:

| External Support | 1992 Man-Years |
|---------------------------|----------------|
| <u>Purchasing/PTS</u> | <u>.05</u> |
| <u>New York Office</u> | <u>.05</u> |
| <u>Technical Services</u> | <u>.05</u> |
| <u></u> | <u></u> |

BUDGET:

SW Tobacco POL Testing Materials
Other (Specify Type)

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
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| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Begin phase-in of W/N materials | | X | | | | | | | | | | | | | | | | | | |
| 2 | Completion of conversion | | | | X | | | | | | | | | | | | | | | | |
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2021385895

1992 Operational Plan Project Summary

[illegible]

2021385896

1992-1996 Five Year-Plan Project Summary

| Project: <u>Marlboro Monitoring - Hong Kong</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1992</u> | Completion Date: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Conduct consumer tests in Hong Kong with Marlboro versus competitor's cigarettes to monitor the quality and consumer preference of our brands.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Two tests planned for 1992.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: To improve the competitiveness of our products in the marketplace and possibly gain market share.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Pre-Con</u> <u>PMI Testing</u> _____ _____ | 1992 Man-Years _____ .05 _____ .05 _____ _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th>Qtr.</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Marlboro Red vs. Winston Red</td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Marlboro Lights vs. Kent</td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Marlboro Red vs. Winston Red | | | X | | | | | | | | | | | | | | | | | | 2 | Marlboro Lights vs. Kent | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Marlboro Red vs. Winston Red | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Marlboro Lights vs. Kent | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385897

1992 Operational Plan Project Summary

[illegible]

2021385898

1992-1996 Five Year-Plan Project Summary

| Project: <u>Existing Product Support/Packaging Revisions</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1992</u> | Completion Date: <u>1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: To develop packaging revisions to anticipate international consumer trends and help provide a marketing advantage. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: These packaging revisions have been outlined in the US Export Product Plan for 1992-93. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Upgrading of packaging graphics and design help to keep our products competitive in an ever changing international marketplace. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>Technical Services</u> <u>Manufacturing Services</u> <u>Purchasing/PTS</u> <u>New York Marketing</u> | 1992 Man-Years .05 .05 .05 .05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type): _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Taiwan Duty Free</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td></td> <td>- 1 packaging change</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Taiwan Domestic</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td></td> <td>- 1 packaging change</td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>US Duty Free Sales</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td></td> <td>- 10 packaging changes</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Taiwan Duty Free | | | | | | | | | | | | | | | | | | | | | | | - 1 packaging change | X | | | | | | | | | | | | | | | | | | | | | 2 | Taiwan Domestic | | | | | | | | | | | | | | | | | | | | | | | - 1 packaging change | | | X | | | | | | | | | | | | | | | | | | | 3 | US Duty Free Sales | | | | | | | | | | | | | | | | | | | | | | | - 10 packaging changes | X | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 | Taiwan Duty Free | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | - 1 packaging change | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Taiwan Domestic | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | - 1 packaging change | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | US Duty Free Sales | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | - 10 packaging changes | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385899

1992 Operational Plan Project Summary

[illegible]

2021385900

Project Summary

| | |
|---|--|
| Project: <u>PM Filter Kings (Johnny Pack) - Lebanon</u> | |
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> |
| Start Date: <u>January, 1992</u> | Completion Date: <u>On-Hold</u> |
| <p>Project Objective: Develop new cigarette for the Lebanon export market which will contribute to our growth in this market place.</p> | |
| <p>Background: PM Filter Kings have been identified to combat Winston's growth.</p> | |
| <p>Benefits/Risks: PM Filter Kings will establish PM's presence in the high price segment and increase PM's overall market share.</p> | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: <u></u></p> | |
| External Support | 1992 Man-Years |
| <u>Operation Services</u> | <u>0.05</u> |
| <u>Quality Assurance</u> | <u>0.05</u> |
| <u>Manufacturing</u> | <u>0.05</u> |
| <p>BUDGET: SW Tobacco <u></u> POL Testing <u></u> Materials <u></u> Other (Specify Type) <u></u></p> | |
| Project Strategies: | |
| | Year |
| # | Qtr. |
| | 1992 |
| | 1993 |
| | 1994 |
| | 1995 |
| | 1996 |
| 1 | CPC submission |
| 2 | Prototype development work |
| 3 | Factory trial |
| 4 | Production start-up |
| 5 | Market introduction |

2021385901

1992 Operational Plan Project Summary

[illegible]

2021385902

Project Summary

| Project: <u>Chesterfield FF/Lights - GCC</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>February, 1992</u> | Completion Date: <u>On-Hold</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Develop new cigarette products for the GCC export market which will contribute to our growth in this market place.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Chesterfield KS FTB and Chesterfield Lights KS FTB are being developed to combat Lucky Strike and head off its potential growth in the GCC.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Increased market share for the GCC export market.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: <u> </u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p><u>Operation Services</u></p> <p><u>EEMA Operations</u></p> <p><u>Manufacturing</u></p> | <p>1992 Man-Years</p> <p>0.05</p> <p>0.05</p> <p>0.05</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco <u> </u> POL Testing <u> </u> Materials <u> </u> Other (Specify Type) <u> </u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p style="text-align: center;">Target Completion Dates</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 5%;">Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>#</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1 CPC submission</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2 Product development</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3 Factory trial</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4 Production start-up</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>5 National launch</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | # | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 CPC submission | X | | | | | | | | | | | | | | | | | | | | 2 Product development | X | | | | | | | | | | | | | | | | | | | | 3 Factory trial | X | | | | | | | | | | | | | | | | | | | | 4 Production start-up | | | | | | | | | | | | | | | | | | | | | 5 National launch | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 CPC submission | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 Product development | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 Factory trial | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 Production start-up | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 National launch | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385903

1992 Operational Plan Project Summary

[illegible]

2021385904

1992-1996 Five Year-Plan Project Summary

| Project: <u>Merit Ultra Lights KS FTB/Merit 100 Regular SP - Iran</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>December, 1991</u> | Completion Date: <u>February, 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Develop two new cigarettes for the Iran export market which will expand the presence of the Merit brand family and contribute to our growth in this market place.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: The Merit Ultra Lights KS FTB and Merit 100 Regular SP are being launched to compliment the Merit Brand Family (Merit Ultra Lights KS SP and Merit KS) originally launched second quarter of 1991 in Iran. Prototype development work was completed in 1991.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: 1. Increased market share for the Iran export market. 2. Expand the Merit Family.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p><u>Operation Services</u></p> <p><u>Quality Assurance</u></p> <p><u>Manufacturing</u></p> | <p>1992 Man-Years</p> <p><u>0.05</u></p> <p><u>0.05</u></p> <p><u>0.05</u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco _____ POL Testing _____ Materials _____</p> <p>Other (Specify Type) _____</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p style="text-align: center;">Target Completion Dates</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="text-align: left;">Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th style="text-align: left;">Qtr.</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">1 Production start-up for both products</td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td style="text-align: left;">2 Market introduction for both products</td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 Production start-up for both products | X | | | | | | | | | | | | | | | | | | | | 2 Market introduction for both products | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 Production start-up for both products | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 Market introduction for both products | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385905

1992 Operational Plan Project Summary

[illegible]

2021385906

1992-1996 Five Year-Plan Project Summary

Project: Ultra Lights Development - Japan

Category: Product Development Included in 1991-1995 Plan: Yes

Start Date: August, 1992 Completion Date: October, 1992

Project Objective: Develop a 3.0mg TIOJ tar product which will add to the growth of the Merit/Philip Morris product lines in Japan. Merit Ultra Lights introduction is planned for October, 1993. Philip Morris Ultra Lights introduction is planned for October, 1994.

Background: This project entails the development of a 3.0mg tar target using non-conventional, high efficiency carbon filters. Combining the efforts of the Filter Technology group and outside vendors, a filtration system will be chosen which satisfies both analytical and subjective criteria and is commercially available. Highly flavored blends will also be developed to attract Caster/Caster Mild smokers.

Benefits/Risks: Increased market share in Japan, in the expanding 6.0 mg tar and under segment.

Project Leadership Department: R&D Group: Export Product Develop.
Program Leader: J. N. Smith Man-Years:

| External Support | 1992 Man-Years |
|---------------------------------|----------------|
| Leaf | 0.02 |
| Quality Assurance/Manufacturing | 0.05/0.05 |
| Operation Services | 0.10 |
| Filter Vendors | 0.10 |

BUDGET:
SW Tobacco POL Testing Materials
Other (Specify Type):

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|--------------------------|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Product development | | | X | | | | | | | | | | | | | | | | | |
| 2 | Qualify filter vendor | | | | X | | | | | | | | | | | | | | | | |
| 3 | Vendor production trials | | | | | X | | | | | | | | | | | | | | | |
| 4 | Consumer testing | | | | | X | | | | | | | | | | | | | | | |
| 5 | Factory trial | | | | | | X | | | | | | | | | | | | | | |
| 6 | Cigarette specifications | | | | | | X | | | | | | | | | | | | | | |
| 7 | Production start-up | | | | | | | X | | | | | | | | | | | | | |
| 8 | National launch | | | | | | | | X | | | | | | | | | | | | |

2021385907

1992 Operational Plan Project Summary

[illegible]

2021385908

1992-1996 Five Year-Plan Project Summary

| Project: | | <u>Congress FF/Congress Lights - GCC</u> | | | | | | | | | | | | | | | | | | | |
|--|---|--|---|---|---|-------------------|---|--------------------------------|---|---|---|---|---|------|---|---|---|------|---|---|---|
| Category: | | <u>Product Development</u> | | | | | | | | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | |
| Start Date: | | <u>June, 1992</u> | | | | | | | | Completion Date: <u>October, 1992</u> | | | | | | | | | | | |
| Project Objective: Prepare for contingency to supply product for the GCC export market which will contribute to our growth in this market place. | | | | | | | | | | | | | | | | | | | | | |
| Background: Congress FF and Contress Lights; currently sourced ex FTR, are being developed to compete against the recently introduced RJR Winchester product. | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Benefits: 1. Increased market share for the GCC export market. 2. Capitalize the "Made in USA" label perceived favorable in this market. | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: | | <u>R&D</u> | | | | Group: | | <u>Export Product Develop.</u> | | | | | | | | | | | | | |
| Program Leader: | | <u>J. N. Smith</u> | | | | Man-Years: | | | | | | | | | | | | | | | |
| External Support | | | | | | | | | | 1992 Man-Years | | | | | | | | | | | |
| <u>EEMA Operations/Operation Services/Technical Services</u> | | | | | | | | | | <u>0.05/0.05/0.05</u> | | | | | | | | | | | |
| <u>Leaf/Quality Assurance/Manufacturing</u> | | | | | | | | | | <u>0.10/0.05/0.05</u> | | | | | | | | | | | |
| <u>Purchasing</u> | | | | | | | | | | <u>0.05</u> | | | | | | | | | | | |
| <u>Purchasing Technical Services</u> | | | | | | | | | | <u>0.05</u> | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
| | | Year 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Establish blends, flavors & cigt. construc. | | X | | | | | | | | | | | | | | | | | | |
| 2 | Design & develop prototypes | | X | | | | | | | | | | | | | | | | | | |
| 3 | Factory trial | | | | X | | | | | | | | | | | | | | | | |
| 4 | Production start-up | | | | X | | | | | | | | | | | | | | | | |
| 5 | Launch | | | | X | | | | | | | | | | | | | | | | |
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2021385909

1992 Operational Plan Project Summary

[illegible]

2021385910

1992-1996 Five Year-Plan Project Summary

| Project: <u>Merit 1 83mm FTB - GCC</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|--------------|-------------------------|-------------------------|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|------|--|--|--|---|------------------------------|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-----|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|-----------------------|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---------------|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|----------------|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Category: <u>Product Development</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1991</u> | Completion Date: <u>October, 1992</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: Develop a 1.0mg ISO tar product for the GCC export market which will contribute to our growth in this market place. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: Merit 1 83mm FTB is being developed to respond to the growth of the low tar segment in the GCC and to compete with Barclay Ultra. The U.S. Merit Ultima product will be used. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: <ol style="list-style-type: none"> 1. Increased market share for the GCC export market. 2. Benefits of using the paper core concentric filter are a high subjective flavored cigarette at a low tar. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>R&D</u> Group: <u>Export Product Develop.</u> Program Leader: <u>J. N. Smith</u> Man-Years: _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support <u>EEMA Operations/Manufacturing</u> <u>Purchasing Technical Services/Quality Assurance</u> <u>Operation Services</u> <u>Technical Services</u> | 1992 Man-Years: <u>0.05/0.05</u> <u>0.05/0.05</u> <u>0.05</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Domestic product development</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>CPC</td> <td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Packaging development</td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Specification</td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>Product launch</td> <td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | Domestic product development | X | | | | | | | | | | | | | | | | | | | | | 2 | CPC | X | | | | | | | | | | | | | | | | | | | | | 3 | Packaging development | | | X | | | | | | | | | | | | | | | | | | | 4 | Specification | | | X | | | | | | | | | | | | | | | | | | | 5 | Product launch | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 | Domestic product development | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | CPC | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Packaging development | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Specification | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Product launch | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385911

2021385913

Source: <https://www.industrydocuments.ucsf.edu/docs/pppk0000>

1992 Operational Plan Project Summary

[illegible]

2021385914

R&D PRODUCT TECHNOLOGIES

2021385915

PAPER TECHNOLOGY

2021385916

1992-1996 Five Year-Plan Project Summary

| | |
|---|--|
| Project: <u>Wood Pulp Cigarette Paper</u> | |
| Category: <u>Cost/Productivity</u> | Included in 1991-1995 Plan: <u>Yes</u> |
| Start Date: <u>1991</u> | Completion Date: <u>4th qtr 93</u> |

Project Objective:
Evaluate the feasibility of replacing flax cigarette papers with wood papers for full margin and price value brands. Characterize differences between flax and wood pulps and evaluate alternative pulp sources. Develop new wood pulp papers as needed and implement their use if warranted.

Background:
Conversion to wood pulp papers by RJR and other manufacturers has given our competitors cost advantages in the manufacture of cigarettes. The flax-wood price differential may increase due to lower flax volumes. The cause of subjective differences between flax and wood pulp papers is being examined.

Benefits/Risks:
Potential \$14 - 18mm annual cost savings.
PM conversion from flax could cause suppliers to shut down flax operations.

Project Leadership Department: Cigarette Technology **Group:** Paper Technology
Program Leader: S. Baldwin/B. Geiszler **Man-Years:** 2.0/1.2

| External Support | 1993 Man-Years |
|------------------------|----------------|
| QA/OE | 0.05 |
| Purchasing | 0.05 |
| Manufacturing Services | 0.15 |
| University of Maine | 0.15 |

BUDGET:
 SW Tobacco 1,000 lbs. POL Testing \$25,000(?) Materials \$30,000(?)
 Other (Specify Type) Outside testing - \$5,000(?)

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|---|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Characterize existing wood pulp formulations | | | | X | | | | | | | | | | | | | | | | |
| 2 | Develop specifications for existing pulps | | | | X | | | | | | | | | | | | | | | | |
| 3 | Determine whether any existing pulps (hardwood or softwood) can be used | | | | X | | | | | | | | | | | | | | | | |
| 4 | Initiate implementation, if warranted | | | | X | | | | | | | | | | | | | | | | |
| 5 | Evaluate papers for price value brands | | | | | | X | | | | | | | | | | | | | | |
| 6 | Evaluate alternative pulping/bleaching seq. | | | | | | X | | | | | | | | | | | | | | |
| 7 | Wood pulp/paper pyrolysis/combustion studies | | | | | | X | | | | | | | | | | | | | | |
| 8 | New papers with alternative pulp source | | | | | | | | X | | | | | | | | | | | | |

2021385917

1992/3 Operational Plan Project Summary

| | | | | | |
|---|--|--|--------------------------------------|--|--|
| Project: <u>Wood Pulp Cigarette Paper</u> | | | Oper. Plan No.: _____ | | |
| Major Program Name: <u>Paper Technology</u> | | | Date Prepared: <u>8/14/92</u> | | |
| Strategic Goal: <u>#1 Cost/Productivity</u> | | | Prepared By: <u>Geiszler/Baldwin</u> | | |
| | | | Start Date: _____ | | |
| | | | Completion Date: <u>4th qtr 93</u> | | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|---|-----------------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Evaluate models made with reformulated Ec. papers | W. Geiszler | | | X | | | | | |
| 1 | 2 | Conduct initial pyrolyses analyses for pulps | W. Geiszler | | | X | | | | | |
| 1 | 3 | Produce experimental papers at KC | W. Geiszler | | | X | | | | | |
| 1 | 4 | Evaluate models made with KC papers | W. Geiszler | | | | X | | | | |
| 2 | 1 | Identify required porosity grades for wood papers | W. Geiszler | | | | X | | | | |
| 2 | 2 | Determine physical specifications for grades | W. Geiszler | | | | X | | | | |
| 3 | 1 | Produce single pulp papers | S. Baldwin | | | X | | X | | | |
| 3 | 2 | Evaluate models made with candidate paper(s) | B. Goodman | | | | X | | | | |
| 3 | 3 | Determine whether existing HW or SW could be used | J. Pfeleger | | | | X | | | | |
| 4 | 1 | Initiate broader plan | W. Geiszler | | | | | X | | | |
| | 2 | POL, if warranted, using modified paper | M. White | | | | X | | | | |
| 5 | 1 | Obtain process info from Ecusta (wood vs. flax) | S. Baldwin | | | X | | | | | |
| 5 | 2 | Obtain process info from KC (wood vs. flax) | S. Baldwin | | | | | X | | | |
| 5 | 3 | Work with Ecusta to identify problem | S. Baldwin | | | | | | | | |
| 5 | 4 | Initiate test of KC wood pulp on Cabarrus J-row | Baldwin/Operations Services | | | | | | | | |
| 5 | 5 | Select vendor of preference | Baldwin/Geiszler | | | | | | | X | |
| 5 | 6 | Develp implmentation plan | Operations Services | | | | | | | | X |
| 6 | 1 | Obtain alternate "clean" pulps from U. Maine | Baldwin/Gautam | | | X | | | | | |
| 6 | 2 | Evaluate chemically and with handmade cigarettes | N. Gautam | | | | X | | | | |
| 6 | 3 | Obtain larger quantities of pulps | Baldwin/Gautam | | | | X | | | | |
| 6 | 4 | Make model papers 30-35 g/m ² at Maine | N. Gautam | | | | X | | | | |
| 6 | 5 | Obtain machine made models | B. Goodman | | | | | X | | | |
| 6 | 6 | Evaluate models | B. Goodman | | | | | X | | | |

| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
|-------------|-----------|-------------|-----------|-------------|-----------|
| W. Geiszler | 0.5 | C. Lewis | 0.1 | J. Allen | 0.1 |
| N. Gautam | 0.2 | J. Pflueger | 0.1 | S. Baldwin | 0.2 |
| R. Trippet | 0.2 | B. Goodman | 0.05 | J. Wilds | 0.05 |
| M. White | 0.2 | G. Bokelman | 0.05 | TBD | 0.25 |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|---------------------|-----------|
| Component and smoking analyses | Cigarette Testing | 0.10 |
| Paper pyrolysis product analyses | Chemical Research | 0.25 |
| Cigarette model production | Semi-Works | 0.05 |
| Paper analyses, pyrolyses analyses | Analytical Research | 0.75 |
| Consumer testing | PED | 0.05 |

2021385918

Project Summary

[illegible]

2021385919

1992-1996 Five Year-Plan Project Summary

| Project: <u>Cigarette Paper Consolidation</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Cost/Productivity</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1991</u> | Completion Date: <u>4th qtr 93</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Objective: Determine the feasibility of reducing the cost and number of grades of flax cigarette papers used in Manufacturing. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Background: Seven grades of flax cigarette papers are used for PM brands to meet delivery requirements. Paper costs are higher for the high Coresta, high citrate papers. The paper response surface model can be used to select optimum paper specifications for minimizing paper costs and required grades. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benefits/Risks: Consolidation to lower cost grades will realize financial savings. Consolidation to fewer grades will improve inventory management. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Leadership Department: <u>Cigarette Technology</u> Group: <u>Paper Technology</u> Program Leader: <u>S. Baldwin/W. Geiszler</u> Man-Years: <u>0.7/0.75</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support | 1993 Man-Years | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Manufacturing Services</u> | .10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Purchasing</u> | .10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BUDGET: SW Tobacco <u>500 lbs.</u> POL Testing <u> </u> Materials <u>\$25,000(?)</u> Other (Specify Type) <u> </u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Work to reduce price of 10-058A</td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Develop lower cost paper grades</td> <td></td><td></td><td></td><td></td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Initiate implementation in manufacturing</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td> </td><td> </td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Work to reduce price of 10-058A | | | X | | | | | | | | | | | | | | | | | | 2 | Develop lower cost paper grades | | | | | X | | | | | | | | | | | | | | | | 3 | Initiate implementation in manufacturing | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 1 | Work to reduce price of 10-058A | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Develop lower cost paper grades | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Initiate implementation in manufacturing | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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Project Summary

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2021385921

1992-1996 Five Year-Plan Project Summary

| Project: <u>Cigarette Paper Specifications Study</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Goal 1 - Quality</u> | Included in 1991-1995 Plan: <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>2nd qtr 1991</u> | Completion Date: <u>2nd qtr 1993</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: To determine those cigarette paper parameters which affect cigarette specifications and manufacturing processes and set meaningful specifications tolerances of cigarette papers.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: A study of the effects of paper parameters (basis weight, porosity, chalk content, citrate level) showed that chalk content is more important than realized in controlling tar variation in Marlboro KS cigarettes. A similar study is under way for Marlboro Lights KS and Marlboro Ultra Lights KS cigarettes.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Optimizing cigarette paper parameters might result in minimizing tar variation in cigarettes, thereby ensuring appropriate subjective characteristics in cigarettes produced by P.M. Additionally, added benefits in tar control have been demonstrated by utilizing chalk and porosity rather than just porosity alone for tar control.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>Cigarette Technology</u> Group: <u>Paper Technology</u></p> <p>Program Leader: <u>S. Baldwin/B. Floyd</u> Man-Years: <u>1.25/0.65</u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p><u>Operations Services</u></p> <p><u>Quality Assurance /OE</u></p> | <p>1993 Man-Years</p> <p><u>0.10</u></p> <p><u>0.15</u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco <u>500 lbs</u> POL Testing <u> </u> Materials <u> </u></p> <p>Other (Specify Type) <u> </u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> | <p>Target Completion Dates</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>#</td> <td colspan="4">Qtr.</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>1</td> <td colspan="4">Evaluation of Full Flavor Cigarettes</td> <td></td><td></td><td>X</td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td colspan="4">Evaluation of Lights Cigarettes</td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td colspan="4">Evaluation of Ultra Lights Cigarettes</td> <td></td><td></td><td></td><td>X</td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td colspan="4">Work with QA and Manufacturing Services to implement changes</td> <td></td><td></td><td></td><td></td> <td>X</td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td colspan="4"> </td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td colspan="4"> </td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> <tr> <td> </td> <td colspan="4"> </td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td> </tr> </tbody> </table> | Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | # | Qtr. | | | | | | | | | | | | | | | | | | | | 1 | Evaluation of Full Flavor Cigarettes | | | | | | X | | | | | | | | | | | | | | 2 | Evaluation of Lights Cigarettes | | | | | | | X | | | | | | | | | | | | | 3 | Evaluation of Ultra Lights Cigarettes | | | | | | | X | | | | | | | | | | | | | 4 | Work with QA and Manufacturing Services to implement changes | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # | Qtr. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Evaluation of Full Flavor Cigarettes | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Evaluation of Lights Cigarettes | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Evaluation of Ultra Lights Cigarettes | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Work with QA and Manufacturing Services to implement changes | | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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2021385922

1992/3 Operational Plan Project Summary

[illegible]

2021385923

1992-1996 Five Year-Plan Project Summary

| Project: <u>Reduced Sidestream Papers/Calcium Carbonate</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Category: <u>Technology Development</u> | Included in 1991-1995 Plan: <u>I-6</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Start Date: <u>1989</u> | Completion Date: <u>2nd qtr 93</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: To develop a proprietary cigarette wrapper which will reduce visible sidestream smoke by about 70% in a full circumference cigarette, as compared to an appropriate control, while maintaining subjective parity.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Development of a high basis weight, low porosity calcium carbonate paper sized with monobasic potassium phosphate (MKP) has been conducted over the past two years. The dual-wrapper system on Superslims has been replaced with a version of the single wrapper and an additional lower basis weight version has been developed for testing on Va. Slims Lts. models. Examination of other chalks for burn rate control and investigation of chalk/MKP chemistry are in progress.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Reduced sidestream visibility offers potential added value to the consumer. The calcium carbonate/MKP paper system is proprietary to PM. Paper characteristics required for sidestream reduction generally contribute to subjective deficits and increased paper costs.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>Cigarette Technology Group</u> Group: <u>Paper Technology</u></p> <p>Program Leader: <u>S. Baldwin/B. Goodman</u> Man-Years: <u>3.25/2.30</u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>External Support</p> <p><u>Technical Services</u></p> <p><u>Purchasing</u></p> <p><u>QA</u></p> <p><u>(U. Maine ?)</u></p> | <p>1993 Man-Years</p> <p><u>0.05</u></p> <p><u>0.05</u></p> <p><u>0.10</u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET:</p> <p>SW Tobacco <u>1000 lbs</u> POL Testing <u> </u> Materials <u> </u></p> <p>Other (Specify Type) <u>U. Maine - \$</u> KC mill trials - \$ <u> </u> Outside analyses - \$ <u>2</u></p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Strategies:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">#</th> <th rowspan="2">Year Qtr.</th> <th colspan="20">Target Completion Dates</th> </tr> <tr> <th colspan="4">1992</th> <th colspan="4">1993</th> <th colspan="4">1994</th> <th colspan="4">1995</th> <th colspan="4">1996</th> </tr> <tr> <th></th> <th></th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> <th>1</th><th>2</th><th>3</th><th>4</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Finalize paper specs for Va. Superslims</td> <td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2</td> <td>Develop paper candidates for Va Slims Lts.</td> <td></td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3</td> <td>Evaluate alternate ground calcium carbonates</td> <td></td><td></td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td> <td>Investigate calcium carbonate/MKP chemistry</td> <td></td><td></td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>5</td> <td>Investigate factors influencing internal structure of paper</td> <td></td><td></td><td></td><td></td><td></td><td></td><td>X</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table> | # | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | Finalize paper specs for Va. Superslims | | | X | | | | | | | | | | | | | | | | | | | 2 | Develop paper candidates for Va Slims Lts. | | | | | X | | | | | | | | | | | | | | | | | 3 | Evaluate alternate ground calcium carbonates | | | | | | X | | | | | | | | | | | | | | | | 4 | Investigate calcium carbonate/MKP chemistry | | | | | | X | | | | | | | | | | | | | | | | 5 | Investigate factors influencing internal structure of paper | | | | | | | X | | | | | | | | | | | | | | | |
| # | | | Year Qtr. | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Finalize paper specs for Va. Superslims | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Develop paper candidates for Va Slims Lts. | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Evaluate alternate ground calcium carbonates | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Investigate calcium carbonate/MKP chemistry | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Investigate factors influencing internal structure of paper | | | | | | | X | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2021385924

1992/3 Operational Plan Project Summary

| Project: <u>Reduced Sidestream Papers/Calcium Carbonate</u> | | | Oper. Plan No.: _____ | | | | | | | | |
|---|---|---|------------------------------------|------|-----------|-------------|--------------|-----------|-----|-----------|---|
| Major Program Name: <u>Paper Technology</u> | | | Date Prepared: <u>8/12/92</u> | | | | | | | | |
| Strategic Goal: <u>#3, New Product Technology</u> | | | Prepared By: <u>Tafur/Goodman</u> | | | | | | | | |
| | | | Start Date: <u>ongoing</u> | | | | | | | | |
| | | | Completion Date: <u>2nd qtr 93</u> | | | | | | | | |
| Strategy # Tactic # Project Tactics | | | Responsible Person(s) | 1992 | | | | 1993 | | | |
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Establish final acceptable tolerances for one-step process paper | B. Goodman | | | X | | | | | |
| 1 | 2 | Monitor production papers and cigarettes for performance attributes | B. Goodman | | | | X | | | | |
| 2 | 1 | Continue determination of relationships between sizings and SS reduction | B. Goodman | | | | | X | | | |
| 2 | 2 | Maintain 41 g/m ² paper supply as needed | | | | | | | | | |
| 3 | 1 | Prepare sized papers for machine-made models | Goodman/Floyd | | | X | | | | | |
| 3 | 2 | Cigarette requests and submission for analyses | B. Floyd | | | X | | | | | |
| 3 | 3 | Evaluation of data | Paper/CR team | | | | X | | | | |
| 3 | 4 | Develop plans for potential mill trials | Paper/CR team | | | | X | | | | |
| 4 | 1 | Selection/submission for microscopy analyses | S. Tafur | | | | | X | | | |
| 4 | 2 | Selection/submission for NMR analyses | S. Tafur | | | | | X | | | |
| 4 | 3 | Data review and documentation | S. Tafur/ARD | | | | | | X | | |
| 4 | 4 | Study of various calcium phosphate species in handsheets and alternate sizings | G. Bokelman S. Tafur | | | | | | X | | |
| 5 | 1 | Characterize the internal structure of cigarette papers using mercury porosimetry | | | | | | X | | | |
| 5 | 2 | Investigate the effect of calendering | | | | | | | X | | |
| 5 | 3 | Investigate the effect of fiber, fillers and additives | N. Gautam | | | | | | X | | |
| Group Resource Allocation Summary | | | | | | | | | | | |
| Individuals | | Man-Years | Individuals | | Man-Years | Individuals | | Man-Years | | | |
| S. Baldwin | | 0.1 | J. Allen | | 0.2 | R. Trippet | | 0.2 | | | |
| B. Goodman | | 0.4 | B. Floyd | | 0.25 | M. Peters | | 0.3 | | | |
| S. Tafur | | 0.4 | N. Gautam | | 0.15 | F. Ford | | 0.4 | | | |
| G. Bokelman | | 0.1 | P. Suiter | | 0.3 | J. Wilds | | 0.35 | | | |
| R&D Support Resources (Type of Support) | | | | | TBD | 0.1 | | Division | | Man-Years | |
| Cigarette model preparation | | | | | | | Semiworks | | 0.1 | | |
| Cigarette analyses | | | | | | | CTSD | | 0.1 | | |
| Paper analyses, inorganic filler analyses | | | | | | | ARD | | 0.8 | | |
| Equipment upgrade, Chamber, Coresta services | | | | | | | Chem. Res. | | 0.7 | | |
| Subjective evaluation, flavor preparation | | | | | | | Flavor Tech. | | 0.1 | | |
| Filler supply, data analysis and paper design | | | | | | | Chem. Res. | | 0.5 | | |

2021385925

1992-1996 Five Year-Plan Project Summary

| | |
|--|---|
| Project: <u>Reduced Sidestream Papers/Magnesium-based Fillers</u> | |
| Category: <u>Technology Development</u> | Included in 1991-1995 Plan: <u>Yes</u> |
| Start Date: <u>1990</u> | Completion Date: <u>1st qtr 94</u> |

Project Objective: To develop a proprietary cigarette wrapper which will reduce visible sidestream smoke by about 70% in a full circumference cigarette, as compared to an appropriate control, while maintaining subjective parity.

Background: It was demonstrated with handmade cigarettes three years ago that "mag carbonate" prepared by a sol gel process gave reasonable subjectives and excellent SS reduction. Later natural Baymag magnesite was ground and used to prepare a limited number of mill trial papers. Magnesite wrappers give better SS reduction, but appear to have more subjective deficits, than calcium carbonate wrappers. More recently, scaled-up synthetic preparations of other magnesium-based fillers have been initiated.

Benefits/Risks: Reduced sidestream visibility offers potential added value to the consumer. Natural and synthetic magnesite and related synthetic magnesium-based fillers are proprietary to PM. Paper characteristics required for sidestream reduction generally contribute to subjective deficits and increased paper costs.

| | |
|--|---------------------------------------|
| Project Leadership Department: <u>R&D</u> | Group: <u>Paper Technology</u> |
| Program Leader: <u>S. Baldwin/J. Seeman</u> | Man-Years: <u>2.20/6.5</u> |

| External Support | 1992 Man-Years/Costs |
|---|----------------------|
| <u>EnerChem (J. Radway) and Midwest Custom Services</u> | <u>~\$2,000</u> |
| <u>University of Maine</u> | <u>?</u> |
| <u>Ecusta</u> | <u>No charge</u> |
| <u>Pressure Chemical (synthetic magnesite)</u> | <u>~\$45,000</u> |

BUDGET:
 SW Tobacco 1,000 lbs. POL Testing Materials
 Other (Specify Type) Pressure Chem. (\$45,000), Ener Chem (?), U. of Maine (?)

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|---|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Prepare status report on Baymag work | | | X | | | | | | | | | | | | | | | | | |
| 2 | Evaluate synthetic magnesite | | | | X | | | | | | | | | | | | | | | | |
| 3 | Evaluate syn. hydromagnesite/brucite (aqueous non-sol gel) | | | | | | | | X | | | | | | | | | | | | |
| 4 | Evaluate syn. hydromagnesite/brucite (aqueous sol gel) | | | | | | | | | | | X | | | | | | | | | |
| 5 | Develop other magnesium-based fillers | | | | X | | | | | | | | | | | | | | | | |

2021385926

1992/3 Operational Plan Project Summary

| | | | | | | | | | | | |
|---|---|--|-------------------------------------|------|-----------|--------------|---|-----------|---|---|---|
| Project: <u>Reduced SS Papers/Magnesium-based fillers</u> | | | Oper. Plan No.: _____ | | | | | | | | |
| Major Program Name: <u>Paper Technology</u> | | | Date Prepared: <u>8/20/92</u> | | | | | | | | |
| Strategic Goal: <u>#3, New Product Technology</u> | | | Prepared By: <u>Bokelman/Seeman</u> | | | | | | | | |
| | | | Start Date: <u>ongoing</u> | | | | | | | | |
| | | | Completion Date: <u>1st qtr 94</u> | | | | | | | | |
| Strategy # | | | Responsible Person(s) | 1992 | | | | 1993 | | | |
| Tactic # Project Tactics | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Prepare outline giving overview of magnesite development | S. Tafur | | X | | | | | | |
| 1 | 2 | Complete status report on Baymag magnesite work | G. Bokelman | | | X | | | | | |
| 2 | 1 | Cigarette requests and submission for analyses | B. Floyd | | | X | | | | | |
| 2 | 2 | Evaluation of data | Paper/CR team | | | | X | | | | |
| 3 | 1 | Prepare ~50 lbs. of filler (aq. non-sol gel) | CR team | | | | X | | | | |
| 3 | 2 | Prepare cigarette papers at U. of Maine | Gautam/Bokel. | | | | X | | | | |
| 3 | 3 | Prepare sized papers for machine-made models | Goodman/Floyd | | | | | X | | | |
| 3 | 4 | Cigarette requests and submission for analyses | B. Floyd | | | | | X | | | |
| 3 | 5 | Evaluation of data | Paper/CR team | | | | | | X | | |
| 3 | 6 | If appropriate, plan for one ton prep. of filler | CR team | | | | | | | X | |
| 4 | 1 | Finalize reaction conditions for synthesis of filler (aqueous sol gel) | CR team | | | | X | | | | |
| 4 | 2 | Evaluate handmade cigarette models | Paper team | | | | X | | | | |
| 4 | 3 | Have prepared ~200 lbs. of filler (aq. sol gel) | CR team | | | | | | X | | |
| 4 | 4 | Prepare cigarette papers at U. of Maine | Gautam/Bokel. | | | | | | | X | |
| 4 | 5 | Prepare sized papers for machine-made models | Goodman/Floyd | | | | | | | | X |
| 4 | 6 | Cigarette requests and submission for analyses | B. Floyd | | | | | | | | X |
| 4 | 7 | Evaluation of data (1st qtr 94) | Paper/CR team | | | | | | | | |
| 5 | 1 | Review previous research on other magnesium-based fillers | CR team | | | | X | | | | |
| 5 | 2 | Prepare additional fillers, make handsheets and evaluate handmade cigarette models | Paper/CR team | | | | | X | | | |
| 5 | 3 | Review data and make additional plans | Paper/CR team | | | | | X | | | |
| Group Resource Allocation Summary | | | | | | | | | | | |
| Individuals | | Man-Years | Individuals | | Man-Years | Individuals | | Man-Years | | | |
| S. Baldwin | | 0.05 | J. Allen | | 0.1 | R. Trippet | | 0.2 | | | |
| G. Bokelman | | 0.1 | B. Floyd | | 0.15 | M. Peters | | 0.2 | | | |
| S. Tafur | | 0.15 | N. Gautam | | 0.05 | F. Ford | | 0.2 | | | |
| B. Goodman | | 0.2 | P. Suiter | | 0.40 | J. Wilds | | 0.4 | | | |
| R&D Support Resources (Type of Support) | | | | | | Division | | Man-Years | | | |
| Development of reaction conditions, large-scale synthesis and analysis of inorganic fillers | | | | | | Chem. Res. | | -- 5.25 | | | |
| Paper analyses, inorganic filler analyses | | | | | | ARD | | 0.80 | | | |
| Cigarette model preparation | | | | | | Semiworks | | 0.20 | | | |
| Cigarette analyses | | | | | | CTSD | | 0.20 | | | |
| Subjective evaluation, flavor preparation | | | | | | Flavor Tech. | | 0.05 | | | |

2021385927

1992-1996 Five Year-Plan Project Summary

Project: Banded Cigarette Paper

Category: External Requirements Included in 1991-1995 Plan: No

Start Date: 1992 Completion Date: 1995

Project Objective:

To develop a suitable method and a material for the application of transverse bands to the cigarette paper in order to control the burn rate of the cigarette.

Background: The application of transverse bands of cellulosic materials to the cigarette papers reduces the mass burn rate of the cigarette when the char line reaches the band. A method of application of cellulosic bands during the paper-making process has been tested on a pilot scale and shows promise for commercial development. This method is called the Moving Orifice. The printing of bands of cellulosic materials is also being developed as an option.

Benefits/Risks: Least impact on PM actual operations. May not meet statutory requirements until 1995. Major modifications will be required in the cigarette papermaking process.

Project Leadership Department: Cigarette Technology Group: Paper Technology
Program Leader: S. Baldwin Man-Years: 2.1/2.5

| External Support | 1993 Man-Years |
|---|----------------|
| PM Engineering | 2.0 |
| Cigarette Paper Manufacturer (KC or Ecusta) | 1.5 |
| Manufacturing Services | 0.25 |
| Total | 3.75 |

BUDGET:

SW Tobacco _____ POL Testing _____ Materials _____
Other (Specify Type): _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|---|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Initiate scale-up efforts | | | | X | | | | | | | | | | | | | | | | |
| 2 | Design and construct scale-up apparatus | | | | | | | X | | | | | | | | | | | | | |
| 3 | Develop requirements for slurries | | | | | X | | | | | | | | | | | | | | | |
| 4 | Determine process specifications | | | | | | | | X | | | | | | | | | | | | |
| 5 | Commercialization-scale mill trials | | | | | | | | X | | | | | | | | | | | | |
| 6 | Develop analyses for banded papers | | | | | | | | | X | | | | | | | | | | | |
| 7 | Develop process control technologies | | | | | | | | | X | | | | | | | | | | | |
| 8 | Develop specs for banded papers | | | | | | | | | | X | | | | | | | | | | |
| 9 | Introduce technology to factories | | | | | | | | | | | | | | | | X | | | | |

2021385928

1992/3 Operational Plan Project Summary

| | | | |
|--|--|------------------------------------|--|
| Project: <u>Banded Cigarette Papers</u> | | Oper. Plan No.: _____ | |
| Major Program Name: <u>Paper Technology</u> | | Date Prepared: <u>8/92</u> | |
| Strategic Goal: <u>#4, External Requirements</u> | | Prepared By: <u>Gautam/Baldwin</u> | |
| | | Start Date: <u>on-going</u> | |
| | | Completion Date: _____ | |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|--|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| | | | Latshaw | | | | | | | | |
| 1 | 1 | Obtain agreement with vendor | Lilly/Schardt | | | X | | | | | |
| | 2 | Cost comparisons for different scale-up options | E. Correa | | | X | | | | | |
| | 3 | Demonstrate technology to vendor | Gautam/Vogt | | | | X | | | | |
| | 4 | Presentation and decision on scale-up options | Baldwin | | | | X | | | | |
| 2 | 1 | Identify point of application in process | PM/KC | | | | X | | | | |
| | 2 | Identify vendor for equipment manufacture | Engineering/KC | | | | X | | | | |
| | 3 | Obtain initial design and cost estimates | Engineering/KC | | | | | X | | | |
| | 4 | Approve design and contract, start construction | Engineering/KC | | | | | X | | | |
| | 5 | Conduct trials on apparatus | TBD/Vogt | | | | | | X | | |
| | 6 | Install at Spotswood | KC/EGR | | | | | | | X | |
| | 7 | Initiate mill trials pumping slurries | PM/KC | | | | | | | X | |
| 3 | 1 | Define preferred material | Gautam/TBD | | | | X | | | | |
| | 2 | Chemical and purity specifications | N. Gautam | | | | | X | | | |
| | 3 | Physical parameters | N. Gautam | | | | | X | | | |
| | 4 | Develop analytical methods for raw materials | Phys. Res.? | | | | | | | X | |
| | 5 | Transfer to vendor | Paper Tech | | | | | | | | |
| 4 | 1 | Determine critical process parameters | Gautam/Egr | | | | X | | | | |
| | 2 | Initiate trials with lab unit at KC | N. Gautam | | | | | X | | | |
| | 3 | Optimize process using lab unit | Gautam/TBD | | | | | | X | | |
| | 4 | Determine approximate scale-up conditions | TBD | | | | | | | X | |
| | 5 | begin mill trials with full-scale unit | TBD/Gautam | | | | | | | X | |
| | 6 | Define final process conditions | TBD/Gautam | | | | | | | | X |
| 5 | 1 | Develop technical package format | S. Baldwin | | | | | | X | | |
| | 2 | Technical reviews prior to major trials (on-going) | Baldwin | | | | | | | X | |

| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
|-------------|-----------|-------------|-----------|-------------|-----------|
| S. Baldwin | 0.4 | B. Goodman | 0.1 | | |
| N. Gautam | 0.35 | J. Allen | 0.4 | | |
| G. Bokelman | 0.3 | R. Trippet | 0.1 | | |
| TBD | 0.4 | B. Floyd | 0.05 | | |

| R&D Support Resources (Type of Support) | Division | Man-Years |
|---|--------------|-----------|
| Chemical analyses | ARD | 1.0 |
| Process control support (Stimler) | Physical Res | 1.0 |
| Rheology work | Physical Res | .25 |
| Cigarette making | Semiworks | 0.10 |
| Cigarette testing | CTSD | 0.10 |
| Statistical support | PEP | 0.05 |

2021385929

Project Summary

[illegible]

2021385930

**1992-1996 Five Year-Plan
Project Summary**

Project: Filter Webs/Incorporation of Novel Fibers for Selective Filtration

Category: Technology Development **Included in 1991-1995 Plan:**

Start Date: 3rd qtr 92 **Completion Date:** 4th qtr 93

Project Objective: To develop a proprietary filter web for selective filtration, such as of basic or acidic components found in the cigarette aerosol.

Background: In the past it has been shown that changes in subjectives can be effected by adding acids to CA filters or using charcoal filters in which the charcoal has been treated with basic or acidic solutions.

Benefits/Risks: Selective filtration might improve subjectives. Conceivably, the levels of certain gas phase components might be reduced. Paper filters are more expensive than conventional CA filters.

Project Leadership Department: R&D **Group:** Filter Technology
Program Leader: S. Baldwin/K. Newman/G. Bokelman **Man-Years:** 0.50/(0.50)

External Support

1992 Man-Years/Costs

| | |
|--|----------|
| <u>University of Maine</u> | <u>?</u> |
| <u>Biobased Materials Center (Virginia Tech)</u> | <u>?</u> |
| <u>Aqualon/Hercules</u> | <u>?</u> |

BUDGET:

SW Tobacco 1,000 lbs. **POL Testing** **Materials**
Other (Specify Type)

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | |
|---------------------|---|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|--|--|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | |
| 1 | Determine availability and conduct evaluation of commercial materials | | | | | | | x | | | | | | | | | | | | | | | |
| 2 | Prepare novel filter webs at the University of Maine | | | | | | | | x | | | | | | | | | | | | | | |
| 3 | Examine options for preparation of proprietary raw materials | | | | | | | | | x | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | |
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2021385931

1992 Operational Plan Project Summary

[illegible]

2021385932

1992-1996 Five Year-Plan Project Summary

Project: Product for Incorporation into Paper for Aroma Modification of Sidestream

Category: Technology Development Included in 1991-1995 Plan: _____

Start Date: March 1992 Completion Date: _____

Project Objective: To develop a modified polysaccharide incorporating a covalently bound flavorant for incorporation into the wet end of the papermaking process so the flavorant will be thermally released when a cigarette is smoked.

Background: Development of a proprietary paper containing a wet-end additive for flavor-release avoids potential infringement of patents which claim soluble flavor-release compounds added to paper. Preliminary investigations of reactions of model compounds have been conducted in-house. In 1992 a contract for a joint development project with Aqualon Company was finalized and samples of a vanillin glycidyl ether of cellulose are currently under evaluation.

Benefits/Risks: Such technology is proprietary.

Delivery of a final product will require a relatively long development effort.

Project Leadership Department: Cigarette Technology Group: Paper Technology

Program Leader: S. Baldwin/S. Tafur Man-Years: 0.3/0.9

External Support

1992 Man-Years

Aqualon Company

BUDGET:

SW Tobacco _____ POL Testing _____ Materials _____

Other (Specify Type) Aqualon \$25,000 (pilot plant time)

Project Strategies:

Target Completion Dates

| # | Year Qtr. | | | | | | | | | | | | | | | | | | | | |
|---|--|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Examine synthetic approaches for binding vanillin to cellulose | | | X | | | | | | | | | | | | | | | | | |
| 2 | Select a modified cellulose for scale-up | | | X | | | | | | | | | | | | | | | | | |
| 3 | Pilot-scale production/paper-making | | | | | X | | | | | | | | | | | | | | | |
| 4 | Evaluation and planning | | | | | X | | | | | | | | | | | | | | | |
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Source: <https://www.industrydocuments.ucsf.edu/docs/pppk0000>

FILTER TECHNOLOGY

2021385935

Project Summary

| Project: | <u>Alternate Plasticizer Systems</u> | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|------------------------------------|---------------------|--|---------------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| Category: | <u>Product Development</u> | Included in 1991-1995 Plan: | <u>Yes</u> | | | | | | | | | | | | | | | | | | | | | |
| Start Date:- | <u>1st Qtr 1992</u> | Completion Date: | <u>4th Qtr 1993</u> | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Objective: Investigate acceptable alternative CA plasticizers to replace current blended glycerine triacetin and/or broaden the list of functional plasticizers available for product development.</p> | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Background: Currently PM uses a blend of natural glycerin and synthetic glycerin triacetin. Source security of synthetic glycerine is at risk. Taste and hardening characteristics of an all natural glycerine triacetin must be understood before changing products.</p> | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Benefits/Risks: Alternate PZ materials offer benefits of improved costs and source security. Flavored PZ can contribute to improved subjective characteristics of products. Elimination of PZ would have dramatic costs benefits and improve degradability of filters. Some blend and/or flavor changes may be needed when using alternative plasticizers.</p> | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Project Leadership Department: <u>R&D</u> Group: <u>Filter Technology</u> Program Leader: <u>Newman/Finley</u> Man-Years: <u>0.90</u></p> | | | | | | | | | | | | | | | | | | | | | | | | |
| External Support | | | | | 1992 Man-Years | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>BUDGET: SW Tobacco <u>\$400</u> POL Testing _____ Materials <u>\$2,000</u> Other (Specify Type) _____</p> | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Strategies: | | | | | Target Completion Dates: | | | | | | | | | | | | | | | | | | | |
| Year | | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Qtr. | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Investigate alternative PZ materials | | | | | | | | | | | x | | | | | | | | | | | | |
| 2 | Utilize flavors in PZ | | | | | | | | | | | x | | | | | | | | | | | | |
| 3 | Investigate alternative filter hardening systems | | | | | | | | | | | x | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | |
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1992 Operational Plan Project Summary

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1992 Operational Plan Project Summary

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Project Summary

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | |
|---------------------|--|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|--|
| | | Year | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | |
| # | Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | |
| | Develop a CO catalyst material | | | | | | | | x | | | | | | | | | | | | | | |
| | Develop alternate filter tow materials | | | | | | | | x | | | | | | | | | | | | | | |
| | Investigate filter additive materials | | | | | | x | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | |
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Source: <https://www.industrydocuments.ucsf.edu/docs/pppk0000>

Project Summary

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1992 Operational Plan Project Summary

[illegible]

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Project Summary

[illegible]

Source: <https://www.industrydocuments.ucsf.edu/docs/pppk0000>

1992-1996 Five Year-Plan Project Summary

| | |
|---|--|
| Project: <u>PRODUCT DEVELOPMENT SERVICES</u> | |
| Category: <u>PROD. SUPPORT/TECHNOLOGY DEV.</u> | Included in 1991-1995 Plan: _____ |
| Start Date: _____ | Completion Date: _____ |

Project Objective: PROVIDE SUPPORT IN THE CONVERSION OF WEBS AND PAPER INTO VARIOUS WIDTHS. UTILIZE COATING TECHNOLOGY TO PROVIDE ADDITIVES FOR SUBJECTIVE MODIFICATIONS OF FILTER MATERIALS AND CIGARETTE WRAPPERS. ASSIST, WHEN NECESSARY, IN THE PRODUCTION OF MENTHOLATED FOIL PRODUCTS. PROVIDE EXPERTISE IN THE ANALYSIS AND EVALUATION OF CONVERTED PRODUCTS THAT ARE DEFECTIVE OR EXHIBIT OTHER TRAITS SUCH AS POOR MACHINABILITY.

Background: DUE TO THE EXPERTISE AND MACHINERY LOCATED IN THIS GROUP, IT IS OFTEN REQUESTED TO PROVIDE PAPER/WEB CONVERTING SERVICES. GROUP MEMBERS ARE OCCASIONALLY ASKED TO ASSIST IN THE PREPARATION OF MENTHOLATED FOIL MATERIALS. MATERIAL ANALYSIS AND TESTING IS SOMETIMES PERFORMED AS A SERVICE TO OTHER PM ORGANIZATIONS.

Benefits/Risks: CAPABILITY TO CONVERT A WIDE VARIETY OF WEB/PAPER MATERIALS. MAINTAIN CONFIDENTIALITY BY NOT USING OUTSIDE VENDORS TO PREPARE SPECIALTY MATERIALS FOR NEW PRODUCTS. RAPID RESPONSE TO CORPORATE PRIORITIES IS POSSIBLE BECAUSE WE ARE NOT SUBJECT TO VENDOR SCHEDULING CONFLICTS OR ISSUES.

| | |
|---|--|
| Project Leadership Department: <u>R&D</u> | Group: <u>FILTER TECHNOLOGY</u> |
| Program Leader: <u>JOHN HEARN/REGGIE NEWSOME</u> | Man-Years: <u>2.0</u> |

| External Support | 1992 Man-Years |
|--------------------|----------------|
| <u>ENGINEERING</u> | |
| <u>PURCHASING</u> | |
| | |
| | |

BUDGET:

SW Tobacco _____ **POL Testing** _____ **Materials** \$2K

Other (Specify Type) MACHINERY MODIFICATIONS - \$20K

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------|--|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|--|--|--|--|
| # | Year Qtr. | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | |
| 1 | PROVIDE ENGINEERING DESIGN AND FABRICATION SUPPORT OF EQUIPMENT AND MACHINERY | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | PROVIDE INSTALLATION, CALIBRATION, AND MAINTENANCE OF TEST EQUIPMENT | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | PROVIDE WEB/PAPER CONVERTING SUPPORT | | | | | | | | | | | | | | | | | | | | | | | | |
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1992 Operational Plan Project Summary

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2021385947

FLAVOR TECHNOLOGY

2021385948

1992 Operational Plan Project Summary

| | |
|--|-------------------------------------|
| Project: <u>Liquid Licorice/Project Ship</u> | Oper. Plan No.: _____ |
| Major Program Name: <u>Flavor Technology</u> | Date Prepared: <u>Aug. 18, 1992</u> |
| Strategic Goal: <u>One</u> | Prepared By: <u>K. Parrish</u> |
| | Start Date: <u>Ongoing</u> |
| | Completion Date: <u>July, 1992</u> |

| Strategy # | Tactic # | Project Tactics | Responsible Person(s) | 1992 | | | | 1993 | | | |
|------------|----------|--|-----------------------|------|---|---|---|------|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | 1 | Obtain samples of each trial batch of flavors produced at MacAndrews & Forbes for analytical & subjective analyses | M. Garrett | | x | | | | | | |
| 1 | 2 | Develop new casing using liquid licorice | M. Garrett | | x | | | | | | |
| 1 | 3 | Internal testing of the new casing on Marlboro | M. Garrett | | x | | | | | | |
| 2 | 1 | Assess manpower requirements, storage, re-tooling requirements; associated costs & potential savings | M. Garrett | x | | | | | | | |
| 2 | 2 | Cost analysis by Manufacturing Engineering, Purchasing and Technical Services | M. Garrett, et al. | x | | | | | | | |
| 2 | 3 | Overview of cost analysis/potential cost reduction | M. Garrett, et al. | x | | | | | | | |
| 3 | 1 | Review database from component analyses | M. Garrett | x | | | | | | | |
| 3 | 2 | Compare our database with vendor data | M. Garrett | | x | | | | | | |
| 3 | 3 | Prepare product specifications | M. Garrett | | x | | | | | | |
| 4 | 1 | Internal testing | M. Garrett | | x | | | | | | |
| 4 | 2 | POL testing (liquid and spray dried) | | | x | | | | | | |
| 4 | 3 | POL testing (liquid and spray dried) | | | x | | | | | | |
| 4 | 4 | Recommendation | | | x | | | | | | |
| 5 | 1 | Produce export strip at 20th Street using liquid licorice. (omitted due to recommendation from cost analysis and inventory issues) | M. Garrett | | x | | | | | | |

| Group Resource Allocation Summary | | | | | |
|---|-----------|-------------|------------|-------------|-----------|
| Individuals | Man-Years | Individuals | Man-Years | Individuals | Man-Years |
| M. Garrett | 0.15 | Panels | 0.03 | | |
| K. Parrish | 0.01 | | | | |
| N. Jackson | 0.01 | | | | |
| R. Hale | 0.03 | | | | |
| R&D Support Resources (Type of Support) | | | Division | Man-Years | |
| Prototype/POL fabrication | | | Semi-Works | 1.1 | |
| POL testing | | | PED | 0.02 | |
| Cigarette analysis | | | CTSD/ARD | 0.04 | |
| Cigarette design | | | CTD | 0.01 | |
| Cost analysis | | | PTS | 0.01 | |
| | | | | | |
| | | | | | |
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2021385949

1992-1996 Five Year-Plan Project Summary

| | |
|---|---|
| Project: <u>Liquid Licorice/Project Ship</u> | |
| Category: <u>Cost/Productivity</u> | Included in 1991-1995 Plan: <u>yes</u> |
| Start Date: <u>1990</u> | Completion Date: <u>December, 1992</u> |
| Project Objective: Implement the use of a liquid licorice to replace the existing block. | |
| Background: Licorice is used in approximately 90% of the PM production volume and costs approximately \$20 million annually. Handling the product is labor intensive and preparing the product for application is energy intensive (heat requirements) and logistic intensive (lead time for melt). Nothing to date has been totally successful as a replacement. | |
| Benefits/Risks: Benefits are lower energy costs and increased productivity through lower flavor prep time. Risks are possible increased inventory costs and increased material costs. | |
| Project Leadership Department: <u>R&D</u> Group: <u>Flavor Technology</u> Program Leader: <u>Willis/Cox</u> Man-Years: _____ | |
| External Support | 1992 Man-Years |
| <u>Flavor Operations/E. Cook</u> | <u>0.01</u> |
| <u>Purchasing/C. Comes</u> | <u>0.01</u> |
| BUDGET: SW Tobacco _____ POL Testing _____ Materials _____ Other (Specify Type) _____ | |
| Project Strategies: | Target Completion Dates |
| Year | 1992 1993 1994 1995 1996 |
| # Qtr. | 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 |
| 1 Develop analytical and subjective database | # x |
| 2 Implement cost analysis and pricing | x |
| 3 Develop operating specification for liquid licorice and the Ship BJ SDLE | x |
| 4 Conduct consumer tests for acceptability | x |
| 5 Determine feasibility if replacing current spray dried product with Ship BJ SDLE. | |
| in export blended strip and dry flavors and block with liquid licorice in export blended strip. | x |

2021385950

1992-1996 Five Year-Plan Project Summary

Project: Project Grain/Grain - Australia

Category: #1 Cost/Environment/Regulatory Included in 1991-1995 Plan: D-12 & G-3

Start Date: On-going Completion Date: December, 1993

Project Objective:

Reduce the use of alcohol and humectants in domestic products through reformulation.

Remove alcohol from Australian products.

Background:

Alcohol and humectant reductions in flavor and casing systems are needed to reduce emissions from domestic manufacturing facilities and to comply with government safety regulations in Australia.

Benefits/Risks:

Benefits: Reduced emissions, reduced cost and compliance to regulations.

Risks: Filler degradation as a result of reduced humectants.

Project Leadership Department: R&D Group: Flavor Technology

Program Leader: Cox/Kroustalis Man-Years: 0.80

External Support

1992 Man-Years

Semi-Works - G. Romig

Cigarette Technology - B. Peace

PED - A. Smith

BUDGET:

SW Tobacco POL Testing Materials

Other (Specify Type)

Project Strategies:

Target Completion Dates

| # | Year Qtr. | | | | | | | | | | | | | | | | | | | | |
|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Alcohol reduction in BTC | x | | | | | | | | | | | | | | | | | | | |
| 2 | A/C alcohol reduction in addition to BTC | x | | | | | | | | | | | | | | | | | | | |
| 3 | PG reduction/rearrangement (+BTC and A/C) | x | | | | | | | | | | | | | | | | | | | |
| 4 | Menthol A/C alc. red./PG rearrangement | | x | | | | | | | | | | | | | | | | | | |
| 5 | Removal of alc. from non-menthol products | | x | | | | | | | | | | | | | | | | | | |
| 6 | Removal of alc. from Australia menthol prod | | x | | | | | | | | | | | | | | | | | | |
| 7 | Factory implementation support | | | | | | | | | | x | | | | | | | | | | |

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1992 Operational Plan Project Summary

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Source: <https://www.industrydocuments.ucsf.edu/docs/pppk0000>

1992 Operational Plan Project Summary

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1992-1996 Five Year-Plan Project Summary

Project: Marlboro RT

Category: #4: Cost/Quality Included in 1991-1995 Plan: I-13

Start Date: Jan. 1990 Completion Date: April, 1993

Project Objective: Develop a Marlboro flavor system containing fewer than 40 listed components which support the subjective character in Marlboro cigarettes.

Background: This project is an effort to reduce the ingredient list for Marlboro without changing its subjective character. Current developed casing, aftercut and blends lists 28 components including tobacco. A new recon (RLL) was developed to replace the current standard recons.

Benefits/Risks: Reduce the cost of Marlboro without compromising the subjective characteristics of the product. Potential replacement for Marlboro if legislation passes.

Project Leadership Department: R&D Group: Flavor Technology

Program Leader: Kroustalis/Cox Man-Years: 0.36

| External Support | 1992 Man-Years |
|------------------|----------------|
| <u>Park 500</u> | |
| | |
| | |
| | |

BUDGET:

SW Tobacco: _____ POL Testing: _____ Materials: _____

Other (Specify Type): _____

| Project Strategies: | | Target Completion Dates | | | | | | | | | | | | | | | | | | | |
|---------------------|--|-------------------------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | 1996 | | | |
| # | Year Qtr. | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1 | Develop new reduced-ingredient flavor system and subjective evaluation of blends | | | | x | | | | | | | | | | | | | | | | |
| 2 | Develop the best flavor system with reduced ingredients | | | | x | | | | | | | | | | | | | | | | |
| 3 | Develop the best flavor system with reduced ingredients for Thialand | | | | x | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |

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